

Implementation Strategy

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1. Introduction

Gray's comprehensive plan is a document that defines how the community would like to grow over the next decade and how it will make progress in managing future growth and development. In order for Gray to realize its collective *vision for the future* it must have an effective *implementation strategy* that can be used to guide the town through the steps necessary to achieve that vision. In the first chapter of this comprehensive plan, entitled *A Vision for Gray*, a series of policy statements were presented within seven key topic areas. The seven topics included:

- Land Use and Housing
- Natural and Historic Resources
- Transportation
- Recreation and Open Space
- Municipal Services and Utilities
- Economic Development
- Administration and Regional Coordination

These seven key areas, and their corresponding policy statements, are re-stated in the following section and are accompanied by a list of recommended actions that support the implementation of those policies. Each recommended action has a proposed time frame for completion as well as a designation of the town board, committee, or department that should be responsible for implementing the recommendation.

2. Recommended Actions

A. Land Use and Housing

Policy A.1: The town’s zoning ordinance and land use regulations should be designed to promote varying densities of housing development in specific areas that are sensitive to natural resources and existing environmental conditions.

Policy A.2: Use the town’s land use regulations to promote the efficient development of the remaining undeveloped land resources that supports the cost-effective provision of municipal services.

Policy A.3: Alternatives for the creation of more senior housing near the Village center should be promoted more vigorously.

Policy A.4: The town should use its authority to regulate housing development to further the open space goals identified in the comprehensive plan.

Policy A.5: It is important for the town to provide suitable areas in the community for the development of commercial and industrial land uses in order to expand the non-residential property tax base and offer services and employment opportunities for residents. Therefore, the town should ensure that an adequate supply of land is made available for these types of uses, as an integrated part of its future land use plan.

Recommended Actions	Time Period (years)		
	1-2	3-5	6-10
A. Land Use and Housing			
1. Gray’s zoning ordinance, subdivision regulations, and site plan review regulations should be revised in order to implement the policies and components of the community vision outlined in Chapter 1. These changes should include the following provisions. a) Revise zoning district boundaries and zoning regulations as appropriate to reflect the Future Land Use Map and associated recommendations in Chapter 1. b) Permit duplex housing in the Village and Residential Transitional areas (Areas 1 & 2) identified on the Future Land Use Map. c) Allow up to two (2) rooming house style apartments to be located in owner occupied, single family homes. Responsibility: Planning Board, Ordinance Committee, & Town Council	X		
2. Develop a town center plan for the expanded Village area identified on the Future Land Use Map. This plan should include the establishment of land use regulations	X	X	

Recommended Actions	Time Period (years)		
	1-2	3-5	6-10
<p>and design standards that would result in the type and scale of development that is appropriate for this historic, mixed use area. The concepts for development of this area are outlined in Chapter 1 under the Village Center section.</p> <p>Responsibility: Planning Board, Ordinance Committee, Town Council & Historical Society</p>			
<p>3. Revise the town’s cluster zoning regulations to make this type of development a more viable alternative to conventional subdivision standards. Changes to the cluster regulations should include:</p> <ul style="list-style-type: none"> • The creation of open space areas that further the town’s goals of open space and natural resource protection. • Open space parcels/areas that are deeded to the town and available to support the municipal recreation program. • Offering density bonuses for proposed developments that address the open space provisions above. • Consider making cluster subdivision a mandatory form of residential development in specific areas of the town or on parcels that contain important natural resources or future recreation sites. <p>Responsibility: Planning Board, Ordinance Committee, Town Council & Recreation Department</p>	X		
<p>4. Place limitations on the amount of residential development permitted in the town’s commercial and business zoning districts in order to reserve this limited land area for its primary intended use.</p> <p>Responsibility: Ordinance Committee & Planning Board</p>	X		
<p>5. Place limitations on the establishment of new gravel extraction operations and the expansion of existing operations. Presently these types of operations are permitted throughout most of the town which if continued, could create land uses conflicts for proposed zoning changes.</p> <p>Responsibility: Planning Board & Town Council</p>	X		

B. Natural and Historic Resources

Policy B.1: The town should take a unified approach to protecting its natural resources and preserving important habitat areas which relies on a comprehensive plan that employs a variety of methods and techniques for land conservation.

Policy B.2: Gray must take steps to conserve land not only to protect important wildlife habitat and natural resources, but also to preserve the town’s resource based economy related to forestry and agriculture, which are key elements of the community’s sense of rural character.

Policy B.3: Gray should work with adjoining towns, possibly through the regional planning agency, to ensure that a comprehensive approach is taken to protect water quality so that the cumulative impacts of future land development in the region do not adversely impact this resource.

Policy B.4: The town’s historic buildings and cultural sites are essential to maintaining the character of the community and a shared identity amongst its residents and therefore, their protection and preservation should be addressed in an regulatory manner by the town.

Recommended Actions	Time Period (years)		
	1-2	3-5	6-10
B. Natural and Historic Resources			
<p>1. The town should establish a committee or other town board that has responsibility for oversight, monitoring and management of natural resource issues in Gray. This Open Space Committee should be supported by town staff or other professional administrative personnel, which could include shared resources with other communities. This committee should prepare an open space plan which includes the following.</p> <p>a) Use the criteria established in the comprehensive plan as a basis for identifying priority parcels/areas within Gray that should be preserved. Create a new category called Critical Rural Areas (CRA), which would be composed of the town’s most important natural resources and landscapes, and give these areas highest priority for permanent preservation.</p> <p>b) Initiate discussions with property owners of these parcels to determine if they are interested in identifying a strategy to preserve their land.</p> <p>c) Identify options for preserving potential conservation parcels such as conservation easements, limited subdivision development, or acquisition. Certain parcels may be capable of serving multiple needs for the town, such as active recreation facilities or future sites of community facilities, as well as open space preservation.</p> <p>d) Work with owners of active agricultural and forestry operations to identify alternative financial and regulatory approaches to preserve these activities within the community. Continue to promote and support enrollment of these properties in the current use taxation programs (Tree Growth and Farm and Open Space tax program) that offers reduced property taxes for such properties.</p> <p>e) Evaluate the potential for initiating a Transfer of Development Rights (TDR) program as part of the town’s open space planning efforts. Such a program would allow for transferring the development rights from parcels targeted for open space preservation to areas within the town that have been identified as growth areas on the Future Land Use Map.</p> <p>f) Consider retaining the services of a profession land conservation specialist to help develop preservation options for individual properties and/or, to act as an intermediary on behalf of the town with property owners. This position might be filled by town or regional personnel on an interim basis to ensure adequate support for conservation efforts.</p>	X	X	X

Recommended Actions	Time Period (years)		
	1-2	3-5	6-10
<p>g) Identify corridors or “greenbelts” that can be used to link larger open space areas together to facilitate the movement of wildlife and recreation activities, such as hiking, skiing, or snowmobiling. Protection or preservation of these corridors should be incorporated into the town’s open space planning efforts. Where possible, Gray should work with adjoining towns to extended these corridors across municipal boundaries.</p> <p>h) Establish a dedicated funding source within the municipal budget for open space preservation.</p> <p>i) Integrate the private sector into the town’s open space planning efforts.</p> <p>Responsibility: Town Council & Town Manager</p>			
<p>2. Initiate the process of redefining the Aquifer Overlay Zoning District boundaries. Updated mapping prepared by the Maine Geological Survey suggests that the existing boundaries may not coincide with the area that recharges the groundwater aquifer. Revise the aquifer zoning regulations in the Village area to allow for increased areas of impervious surface (e.g. parking lots) if mitigation measures are implemented to treat runoff/recharge.</p> <p>Responsibility: Planning Board, Town Council, Town Manager & Gray Water District</p>	X		
<p>3. Expand the town’s existing Shoreland Zoning District to include all streams in Gray that are not presently regulated under this ordinance.</p> <p>Responsibility: Ordinance Committee & Planning Board</p>	X		
<p>4. Revise the zoning, subdivision and site plan regulations to ensure that future development on steeper slopes, particularly in the vicinity of the town’s Great Ponds and Royal River Watershed, are done in accordance with Best Management Practices (BMP) in order to minimize impacts on surface waters and adjoining properties.</p> <p>Responsibility: Ordinance Committee & Planning Board</p>	X		
<p>5. Expand inter-municipal cooperation to include protection of water bodies, and their associated watersheds, that cross municipal boundaries. The purpose of this would be to establish a structured process that would ensure that resource protection in Gray is comparable to other towns’ in the corresponding watersheds. This cooperative approach would provide for:</p> <ul style="list-style-type: none"> • Identifying appropriate board/committee to conduct inter-municipal meetings. • Ensure comparable regulatory protection of shared water resources. • Developing joint goals/actions for consideration by all municipalities. • Coordination of lake association activities. • Work with State Department of Environmental Protection to ensure water quality monitoring is performed on a regular basis. <p>Responsibility: Town Council & Planning Board</p>	X	X	X
<p>6. Review and revise the town’s regulatory standards to ensure the adequate treatment of storm water runoff from impervious surfaces into water courses, wetlands, or surface water bodies.</p>	X		

Recommended Actions	Time Period (years)		
	1-2	3-5	6-10
Responsibility: Planning Board			
7. Ensure that environmental monitoring of the McKin Superfund site continues to occur on a regular basis and that information is reported to the public in an appropriate manner. Responsibility: Town Manager	X	X	X
8. Initiate the process of defining a historic district(s) within the zoning ordinance to ensure protection of the town’s culturally significant historic structures and sites. This process should include compiling a suitable inventory and documentation of historic structures, as well as the preparation of associated regulations and design guidelines, that could be used to support revisions to the town’s regulations. Responsibility: Ordinance Committee & Historical Society	X		
9. Establish a network of markers and plaques for the town’s historic and cultural sites to increase awareness of the significance of these resources. Develop a walking/driving tour of these sites that could be integrated into other trail systems within the town. Responsibility: Historical Society & Town Manager	X	X	
10. Investigate the potential for providing financial incentives for the preservation of farms or other agricultural operations in Gray. Responsibility: Town Council & Town Manager	X		
11. Integrate the protection of endangered species into the town’s natural resources planning. Explore the potential for obtaining grants to conduct research and identify such species and their habitat. Responsibility: Ordinance Committee & Open Space Committee	X	X	
12. Develop educational materials that summarize the existing conservation areas and proposed actions and initiatives for Gray residents. This effort should be supported through the town’s Geographic Information System (GIS) and also made available on the town’s web site. Responsibility: Open Space Committee & Town Staff	X	X	

C. Transportation

Policy C.1: Reinforce the town’s rural character by reducing traffic congestion. This should be accomplished by promoting higher density development in specific locations, such as in and around the Village area, which would reduce the need for cross-town, local traffic. This policy should be further supported by creating alternate traffic routes around these higher density locations.

Policy C.2: Public safety should be a major focus of the town’s transportation improvement program. This goal should be advanced by making appropriate improvements to the town’s vehicular, pedestrian, and bicycle network in order to reduce accidents and injuries.

Policy C.3: Continue to work cooperatively with state and federal agencies, as well as neighboring communities, on making improvements to the local and regional transportation system. The town should place a high priority on financing and managing necessary improvements through state and federal sources. However, local funding and management should also be considered an option when support from state and federal sources cannot be obtained.

Policy C.4: Input from local residents should play a greater role in shaping decisions regarding transportation issues in Gray. This policy should be achieved by increasing community awareness related to transportation issues through various public forums, as well as through increased oversight by residents in appropriate town and regional committees.

Recommended Actions	Time Period (years)		
	1-2	3-5	6-10
C. Transportation			
1. Establish a municipal impact fee system designed to assess new developments, their proportional share of necessary improvements to the roadway network. Initiate an analysis to develop the baseline criteria needed to determine “fair share” cost methodology required for inclusion in new impact fee regulations. Responsibility: Planning Board, Town Manager, Public Works Director & Town Council	X		
2. Village Area/Urban Roads a) Revise the town’s road construction standards to require that new subdivision roads in and around the Village area be constructed to adequate standards to reduce hazards to vehicular and pedestrian traffic. Appropriate design standards should be developed as part of a town center plan, as described in Recommendation A.2, if undertaken. Interim standards for these urban roads should be: - 36 ft. width and vertical curbing on both sides or 30 ft. width and vertical curbing on one side - 5 ft. sidewalks on one side - 3.5 ft. buffer between road and sidewalk for pedestrian safety b) Where possible, within existing rights-of-way, urban roads should be widened to include a 6-8 ft. shoulder for pedestrian/bicycle use. c) Sidewalk gaps along urban roads in school zones should be identified and improved. d) Provide for wide yellow crosswalks within Gray Village with large signs stating “Pedestrians have the Right of Way.” This would provide better utilization of municipal parking areas.	X	X	X

Recommended Actions	Time Period (years)		
	1-2	3-5	6-10
<p>e) Establish a parking plan to reduce the interruption of traffic flows through the Village.</p> <p>f) Street lights should be installed at intersections as urban roads are reconstructed to improve safety.</p> <p>g) As urban roads are improved, the Department of Public Works should continue its practice of increasing sight distances, cutting grades where possible, and aligning intersections.</p> <p>Responsibility: Planning Board, Public Works Director & Town Council</p>			
<p>3. Improvements to Arterial Road Network</p> <p>a) Improve the lane direction signs at the Gray Corner intersection. Widen Route 100/202 (Lewiston Road) to Colley Hill Road with sidewalks and breakdown lanes.</p> <p>b) Widen Route 100/202 (Lewiston Road) to Colley Hill Road with sidewalks and breakdown lanes.</p> <p>c) Encourage development on Route 100/26 (Portland Road) and Route 100/202 (Lewiston Road) rather than at the Gray Corner and convert this area to public use and preservation, in order to improve traffic management.</p> <p>d) Connect Center Road to Route 115 (West Gray Road) and to Route 26 (Shaker Road) via Frost Road to the vicinity of the new Gray Connector, along the Connector to Route 26 (Shaker Road).</p> <p>e) Connect Center Road and Route 100 through the acquisition of the MDOT parcel. This road should be constructed using new subdivision roads, where possible, combined with acquisition of rights-of-way by the town.</p> <p>f) Construct a new road from lower Route 100/26 (Portland Road) to Yarmouth Road or Depot Road.</p> <p>g) Widen Route 26 (Shaker Road) to a three-lane facility from the intersection of the proposed Gray Connector to Libby Hill Road.</p> <p>h) Widen Dry Mills/North Raymond Road intersection.</p> <p>i) Widen North Raymond Road and Egypt Road to add paved shoulders which can also be used by bicycles and pedestrians.</p> <p>j) Coordinate with the Maine Turnpike Authority to reduce or remove the tolls at the Gray/New Gloucester barrier to alleviate truck traffic through Gray Village.</p> <p>k) When large, undeveloped parcels of land along a major artery is considered for development, a parallel collector road should be required, to minimize curb cuts.</p> <p>l) With increased development and/or change of use of existing structures, vehicular curb cuts should be consolidated where practical.</p> <p>m) Identify those rural and urban roads that have become minor arterials such as Yarmouth Road and North Raymond Road, and future arterials/collectors such as Depot Road and Egypt Road. Roads in this class that are structurally inadequate should be reconstructed to meet current standards.</p> <p>n) As traffic increases on main arterials, measures such as the addition of turning lanes, should be considered to prevent future congestion.</p> <p>Responsibility: Town Council, Public Works Director & Planning Board</p>	X	X	X

Recommended Actions	Time Period (years)		
	1-2	3-5	6-10
<p>4. Other Transportation System Recommendations</p> <ul style="list-style-type: none"> a) Create a proposed master road plan for Gray which would identify the approximate locations of future local roads, including local access roads that could contribute to traffic reduction on main roads, to assist the Planning Board in reviewing proposed subdivision plans. b) Initiate a process of assessing the service and safety level of intersections and establish priorities for improving problem intersections (The intersection of Routes 202/115/4/26/100 and the intersection of the I-495 ramp and Routes 202/4/115 should be given high priority). c) As improvements are made to rural and existing urban roads, wider shoulders should be provided to allow for safe pedestrian and bicycle travel. d) Establish bikeways on minor arterial roads. e) Work regionally to encourage the establishment of public transportation, such as express bus service, between Gray and Portland. f) The town should pursue options for providing transportation alternatives, and associated funding, for residents who are disabled or otherwise limited. g) Develop comprehensive landscaping requirements for new development on main thoroughfares and require completion of such plans prior to issuance of a certificate of occupancy. In addition, wherever possible, parking lots should be placed to the rear of buildings (away from street view) and lighting should be shielded to reduce light pollution. h) Air quality should be considered when designing road improvements. i) Ensure that access management techniques, as recommended by the Greater Portland Council of Governments' <i>Access Management Handbook</i>, are incorporated into the town's land use regulations. <p>Responsibility: Town Council, Public Works Director & Planning Board</p>	X	X	X

D. Recreation and Open Space

Policy D.1: Gray should establish a goal of preserving at least one acre of land for each resident of the town and should rely on information and criteria presented in the comprehensive plan to aid in determining land preservation priorities for the community.

Policy D.2: Taxpayers need to understand the cost impacts associated with developing land versus maintaining land in an undeveloped state and need to be provided with adequate information so that they can make informed decisions regarding open space preservation.

Policy D.3: Portions of Gray's land area are better suited for preservation, versus development, based on the natural and cultural resources located there and these areas should be recognized in the town's ordinances as being of highest priority for protection.

Policy D.4: A variety of techniques should be used to preserve open space and manage growth in order to both preserve the character of the community and reduce the impacts of development on the cost of providing municipal services.

Policy D.5: The shared use of recreation facilities by the town’s Recreation Department, School District, and private associations is a very practical approach to meeting the community’s facility needs. This approach should be continued through a more coordinated process in order to better manage increased usage of existing recreation facilities.

Policy D.6: As the town continues to grow it will need to consider expanding the recreation opportunities available to residents. Therefore, residents should be offered more regular opportunities to provide input regarding the types of recreation facilities and activities they desire. In addition, the town should also expand available recreation facilities through the use of existing facilities not owned by the town and by creating new facilities through appropriate regulatory mechanisms.

Recommended Actions	Time Period (years)		
	1-2	3-5	6-10
D. Recreation and Open Space			
1. Joint planning and coordination of recreation facilities and programming between School Administrative District #15 and the Towns of Gray and New Gloucester should be formalized. Responsibility: School District, Town Council & Recreation Director	X		
2. The town and school district should purchase available vacant land adjoining the high school/middle school complex in order to allow for expansion of outdoor recreation facilities at this location, as well as the nearby Libby Hill recreation area. Responsibility: School District & Town Council	X	X	X
3. If the Russell Elementary School is decommissioned as an elementary school the town should negotiate an agreement with the school district for use of the athletic fields by the town’s recreation program. Responsibility: School District & Town Council	X		
4. The town and school district should investigate the potential of utilizing Pineland’s recreation facilities as a means of reducing duplication of facilities and costs. The potential to fund the use of these facilities through a tax abatement agreement should be considered. Responsibility: School District & Town Council	X		
5. Consideration should be given to improving and utilizing the fields at Camp Gregory and the Dunn School for Little League and other municipal recreation activities.	X	X	

Recommended Actions	Time Period (years)		
	1-2	3-5	6-10
Responsibility: Recreation Director & Town Manager			
6. In order to support continued recreation planning in the town a survey of residents should be undertaken every three years to identify recreational interests. This survey should include a regional inventory of available facilities and services in order to promote an inter-municipal approach to providing recreation services. Responsibility: Recreation Director & Greater Portland Council of Governments	X	X	X
7. Evaluate the potential for creating an outdoor ice skating rink. Responsibility: Recreation Director & Town Manager	X		
8. Initiate discussions with the State Bureau of Parks & Lands for the potential use of the Pineland Public Reserve Land for outdoor recreation activities within the town's recreation program. Responsibility: State of Maine & Town Council	X		
9. Acquire/reserve land for the potential creation of future neighborhood parks or playgrounds. These parcels, or portions of parcels, should be reserved as part of the subdivision approval process and/or purchased with funds set aside in a municipal capital reserve fund. The locations of these future facilities would ideally be located in areas identified on Map 7-1, Recreation and Open Space, located in the Recreation and Open Space Chapter (Chapter 7) of the comprehensive plan. If not developed as active recreation facilities, these parcels should be suitable for supporting the town's overall open space protection goals. Responsibility: Planning Board & Recreation Director	X	X	X
10. Designate the Collyer Brook and Royal River corridors as a Critical Rural Area (CRA), as described under the recommendation above. This CRA would encompass the historically significant Woolen Mill site and represents an ideal corridor for potential trail linking the Libby Hill recreation area with the State's Pineland Reservation and Bradbury Mountain State Park. Responsibility: Town Council & Planning Board	X		
11. Revise the existing fee structure in the town's subdivision regulations, based on more specific criteria suggested in the comprehensive plan, for establishing open space or recreation facilities within subdivisions. Consider increasing the fee based on a more targeted approach to open space preservation. It is recommended that the following be considered: <ul style="list-style-type: none"> • Create a new development impact fee of \$1,500 per bedroom for residential construction. These fees would be dedicated to open space preservation and would be abated once the town has achieved its open space planning goals. • As an alternative to paying this fee new development could donate land or conservation easements of equivalent value, but such land must meet open space preservation criteria recommended in the comprehensive plan. Responsibility: Town Council, Planning Board & Planning Director	X		

Recommended Actions	Time Period (years)		
	1-2	3-5	6-10
12. The town should consider expanding support staff of the Recreation Department in order to allow for the Director’s position to function in more of a planning capacity that focuses on long-term recreation and open space needs of the community. Evaluate the potential for establishing a user-fee based approach to supporting increased staffing and programs offered by the Department. Responsibility: Town Council & Town Manager	X	X	
13. Consider establishing a local land trust or joining with an existing regional group such as the New Gloucester Land Preservation Trust. The Gray Community Endowment is a philanthropic organization currently working as an “umbrella group” within the town to support various community needs. This organization could be the focal point for land conservation efforts in the future. Responsibility: Town Council	X	X	

E. Municipal Services and Utilities

Policy E.1: Gray should attempt to moderate the cost of providing municipal services through the continued and expanded use of community volunteers.

Policy E.2: The cost of providing municipal services should be regulated through the careful advance planning of expenditures. The town should schedule predictable, long-term costs, such as maintenance and capital expansion, through a continuous multi-year investment plan.

Policy E.3: The town should attempt to ameliorate municipal services costs through collaboration and alliances with neighboring communities. This goal should be supported by regularly reviewing and updating existing and potential inter-municipal collaborations before committing to additional major expenditures.

Policy E.4: Providing for public safety is a paramount responsibility of local government and therefore, the town should continue to maintain public safety services that are adequate to respond to modern hazards as well as evolving community expectations.

Policy E.5: The cost of providing municipal facilities and services should be supported, where appropriate, through fees for services as well as development impact fees.

Policy E.6: Local government should be responsive to residents’ needs and should continually update the citizenry regarding its effectiveness through a variety of public forums and other methods of effective communication.

Policy E.7: Gray should promote the efficient and effective use of town committees and town staff by adopting cost-effective procedures to promote the productivity of both.

Policy E.8: The town and the Gray Water District should continue to work cooperatively to insure that future land use recommendations presented in this plan are supported by the expansion policies of the Water District.

Recommended Actions	Time Period (years)		
	1-2	3-5	6-10
E. Municipal Services and Utilities			
1. Gray should use regional collaborations as a cost-effective approach to providing municipal services and facilities whenever practical. This should include cooperative purchasing agreements for the procurement of equipment, materials, and services. Responsibility: Town Manager & Town Council	X	X	X
2. Explore the feasibility and cost-effectiveness of contracting with the private sector for essential town services. Responsibility: Town Manager & Town Council	X	X	X
3. Work with the Gray Water District to develop a utility expansion plan that supports the town’s proposed land use plan as illustrated on the Future Land Use Map in the comprehensive plan. Assist the District in securing suitable locations for additional well sites that support this expansion plan. Explore funding alternatives, such as impact fees, to support extension of lines into growth areas. Responsibility: Planning Board, Gray Water District, Town Manager & Town Council	X	X	X
4. Ensure that all proposed upgrades or expansion of municipal facilities and utility systems in Gray support planned development in growth areas and do not encourage growth in portions of the community that are not planned to receive a significant percentage of future development. Responsibility: Comprehensive Plan Implementation Committee, Planning Board, Gray Water District, & Town Council	X	X	X
5. Continue to maintain a capital improvements plan (CIP) that includes scheduled equipment purchase and replacement, building upgrades and/or new construction, land acquisition for the location of future facilities, and the upgrading and construction of roadways and other transportation facilities. Major facilities needs that should be addressed in the CIP include the following. a. Upgrading the Public Works garage and Solid Waste transfer/recycling facility b. Renovation of the Central Fire Station c. Library expansion and renovation d. Renovation/reuse of Pennell Institute as municipal offices (contingent upon transfer of ownership from school district) Responsibility: Town Manager	X	X	X

Recommended Actions	Time Period (years)		
	1-2	3-5	6-10
6. The town should implement a system of development impact fees to help offset the costs of new municipal and school facilities that are necessitated by future development. Particular consideration should be given to establishing impact fees for facilities related to schools, roadways, water lines, and recreation, although other services should also be considered. Responsibility: Town Council & Planning Board	X	X	
7. Prepare town staffing projections for three, five and ten years into the future. Responsibility: Town Manager	X		
8. Report annually on the town’s preparedness for new public safety risks such as major hazardous material exposures, natural disasters, and man-made threats. Responsibility: Public Safety Coordinator	X	X	X
9. Establish minimum public safety personnel-to-town resident ratios for paramedics, firefighters, and police officers. Use these to develop policies for providing emergency services for the town. Responsibility: Public Safety Coordinator, Public Safety Committee, Town Manager & Town Council	X		
10. Provide an emergency helicopter landing zone in town that is acceptable for LifeFlight operations 24 hours a day, all year long. Responsibility: Public Works Director	X		
11. The town should continue to employ a regional approach to providing police services in Gray. In the short-term, provision of these services should rely on contracted services with either the County Sheriff’s Department or the Maine State Police. However, over a longer-term period the town should investigate the potential for forming a regional police department with neighboring towns. Responsibility: Town Council, Town Manager, Public Safety Coordinator & Public Safety Committee	X	X	

F. Economic Development

Policy F.1: Enhance the capacity of the Gray community to play an active role in promoting sound, sustainable economic development.

Policy F.2: Increase the awareness and consideration of Gray as a business location.

Policy F.3: Improve the image of Gray as a desirable community in which to locate a business.

Policy F.4: Retain and expand the range of goods and services available in Gray.

Policy F.5: Increase the supply of well located and serviced land to accommodate office, manufacturing, distribution, and similar uses in Gray.

Recommended Actions	Time Period (years)		
	1-2	3-5	6-10
F. Economic Development			
1. Adopt a formal Town Council resolution affirming the town’s desire to support economic development activities that promote sound economic growth. Responsibility: Town Council	X		
2. Formalize the role of the Community Economic Development Committee (CEDC) by converting it to a non-profit economic development corporation. <ul style="list-style-type: none"> • Develop an annual budget for economic development activities • Provide part-time staff to support the CEDC • Develop an annual work program for the CEDC • Develop an economic database to allow staff and business people to compile marketing and development information about Gray. Responsibility: Town Council & Town Manager		X	
3. Prepare marketing and promotional information to be used to support the town’s economic development activities. <ul style="list-style-type: none"> • Develop a marketing brochure • Undertake a coordinated program to increase awareness of Gray’s economic opportunities by identifying key people in the region who are involved with siting commercial real estate and provide them with information about the town. • Expand the town’s web site to include information about economic development potential. • Undertake a campaign to encourage residents and workers in the local trade area to patronize retail and service businesses in Gray. Responsibility: CEDC & Town Manager	X	X	
4. Develop a “gateway” beautification program that focuses on improving the visual appearance of properties along roadways that represent entrances into the town and Village areas. Responsibility: Planning Board, Town Council & Town Planner		X	
5. Establish a business assistance program to work with the owners and managers of retail and service business to assist them in making businesses more competitive. Responsibility: CEDC & Town Manager	X	X	
6. Undertake a targeted business recruitment program to make niche retail businesses in other locations aware of the opportunities in Gray. Responsibility: CEDC & Town Manager	X	X	X
7. Undertake a targeted business recruitment program to make other businesses aware of the locational and financial incentives available in Gray. This program should focus on small to mid-sized manufacturing, research, and administrative firms	X	X	X

Recommended Actions	Time Period (years)		
	1-2	3-5	6-10
located in York and Cumberland Counties. Responsibility: CEDC & Town Manager			
8. Prepare a conceptual development plan for the expanded Business Development Area (Area 3 on the Future Land Use Map) which would present an optimal layout of future roads, parcels, and utilities. Responsibility: CEDC, Planning Board & Town Planner	X	X	

G. Administration and Regional Coordination

Policy G.1: Continue to promote a “user friendly” model of public participation in Gray that increases opportunities for residents to be involved in directing the operation of town government.

Policy G.2: Keep residents well informed regarding issues and activities related to the operation of town services in order to promote an informed dialogue and consensus within the community.

Policy G.3: Promote regionalism as a means to address issues confronting the community in a cost-effective manner and to reduce the use of resources and duplication of services and facilities.

Recommended Actions	Time Period (years)		
	1-2	3-5	6-10
G. Administration and Regional Coordination			
1. Establish a Comprehensive Plan Implementation Committee which would be responsible for monitoring progress in making changes recommended in the plan. The responsibilities of this committee could include the following. <ul style="list-style-type: none"> • Issuing progress reports regarding the success of implementing comprehensive plan recommendations. • Hold public meetings to solicit input about planning and development issues in Gray as they relate to the plan implementation. • Advise the Ordinance Committee concerning changes proposed to the town’s land use regulations by the comprehensive plan. Responsibility: Town Council	X		
2. Maintain an annually updated copy on the town’s web site of a capital improvements schedule, with associated timetable, for planned improvements to the road network. Responsibility: Public Works Director & Town Manager	X	X	X

Recommended Actions	Time Period (years)		
	1-2	3-5	6-10
<p>3. Establish a “customer friendly” model for public participation in Gray. This approach should focus on increased opportunities for public involvement and participation at Town Council and Planning Board meetings. It might also include the creation of a new “outreach” seat on the Town Council that is responsible for public liaison issues. Alternative techniques for making information available, like expanded use of the town web-site, should also be considered.</p> <p>Responsibility: Town Council & Town Manager</p>		X	
<p>4. Develop specific annual work plans for each town board, committee and/or commission based on the implementation strategy of the comprehensive plan. Use this work plan to develop volunteer projects for Gray residents which will introduce citizens to the roles and responsibilities of these boards and committees.</p> <p>Responsibility: Town Council and Chair of each committee</p>	X	X	X
<p>5. Gray should use regional collaborations as a cost-effective approach to providing municipal services and facilities whenever practical. This should include cooperative purchasing agreements for the procurement of equipment, materials, and services.</p> <p>Responsibility: Town Manager & Department Heads</p>	X	X	X
<p>6. Meet with adjoining communities, and/or, the regional planning commission, to review proposed zoning changes along Gray’s municipal boundaries to determine their compatibility with zoning in neighboring towns.</p> <p>Responsibility: Town Council & Planning Board</p>	X		
<p>7. Continue to promote and expand the working relationships developed with neighboring communities through the Central Corridor Coalition, a group of seven adjacent towns including Gray, on issues of shared concern such as transportation, municipal services, economic development, and the protection of natural resources that cross municipal boundaries.</p> <p>Responsibility: Town Council & Town Manager</p>	X	X	X