

Rangeley, Maine

Downtown Revitalization Action Plan

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W-P # 13940A



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Downtown Revitalization Plan – Rangeley, ME

Acknowledgements

The Rangeley and Oquossoc Villages Downtown Revitalization Plan was developed for the Town of Rangeley by Wright-Pierce. The plan was financially supported through local capital funding.

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...and from the Rangeley Region Economic Opportunity Committee including:

Linda Dexter, Dawn Field, Shelly Lowell, Laura Reynolds, Kate Williamson, Nancy Hilliard and David Burgess

A special thank you goes to the community's residents, local organizations and businesses who provided public input during the plan development process.



Project Goals

Early on and throughout the planning process several "fact finding" steps were taken that established consensus-based goals to guide development of the Downtown Revitalization Plan for the Rangeley and Oquossoc Villages. With assistance from Town Staff, public input was gathered at a series of review meetings with Economic Development Committee, at a series of community stakeholder meetings and site visits, through an individual written survey, and at workshops and presentations undertaken with the public at-large. Public input was also reviewed as obtained from a concurrent community planning initiative facilitated by the Rangeley Region Health and Wellness Partnership. Based on this input the following community consensus public vision and goals for downtown revitalization were established.

CONSENSUS PUBLIC VISION

"The downtown revitalization of Rangeley Village and Oquossoc Village should preserve and support the Town of Rangeley's unique character, history and outdoor heritage on a year-round basis."

PROJECT GOALS

- Develop a Downtown Revitalization Plan that is actionable.
- Improve appearance and make the villages more welcoming to visitors.
- Preserve the historic character and architecture of the villages.
- Improve bicycle and pedestrian systems and safety.
- Continue to support a diverse economy.
- Improve economic viability on a year-round basis
- Improve broadband and cell phone service.
- Improve vehicular traffic flow and safety conditions

Snapshot of Rangeley's Villages

A list of Rangeley's Village assets, weaknesses and opportunities (a "snapshot", below) was generated to understand the needs and issues that the community felt most impacted the study area.

Assets: What's working for the Downtown

- Rangeley is "Away from it all".
- Local airport
- Life Flight of Maine
- Chamber of Commerce
- Radio station
- RRHAT van
- Improving public communications tools (i.e. Facebook, local papers / online news, etc.)
- Scenic beauty
- Four seasons outdoor recreation
- Public access to outdoor recreation lands
- Arts
- Welcoming community attitude
- Non-profits and volunteerism
- Established downtown areas with strong sense of identity of place
- Fitness center
- Local public schools
- Lodging
- Restaurants
- Opportunity to live, work and play in the same place
- Industrial opportunities near the airport
- Quality of the physical environment (i.e. lakes, mountains, wilderness, clean water, etc.)

Weaknesses: Where things are falling short

- Rangeley is "Away from it all".
- No pharmacy
- Distance to hospitals
- Distance to and from other major populations
- Road conditions

- Weak cell coverage
- Seasonal business hours
- Diversity of public activities to-do on a year-round basis
- Costs of maintaining quality public schools
- Capacity of lodging
- Affordable housing
- Availability of skilled labor
- No major winter employer (i.e. Saddleback Mountain)
- Limited options for short-term / temporary housing
- Reliable mail delivery / shipping needed to support manufacturing and residential consumption of goods and services to and from the region
- Substandard broadband service
- Effectiveness of municipal announcements (i.e. bulletins, CCTV, local papers, etc.)
- Utilizing untapped/ assessed community assets (i.e. external assets such as seasonal residents, retirees, municipal properties, etc.)
- "Small Town" attitude and lack of local support for improvement initiatives

Opportunities: Ideas to build from

- Look at other rural Maine initiatives that are working / building momentum in other rural Maine communities (i.e. Carrabassett Valley, , Moosehead Lakes Region, Millinocket, etc.)
- Look at Main Street program community initiatives that are working / building momentum throughout Maine (i.e. Bath, Biddeford, Gardiner, Bucksport, etc.)
- Rangeley has a diversity of economic interests / initiatives and is not fully invested in one or a couple of major employers (i.e. retail, resorts, inns, camps, tourism, outdoor sporting, etc.)
- Rangeley's outdoor heritage and recreational opportunities are desirable to a larger regional population. (i.e. hiking, snowmobiling, atv, bicycling, arts, fishing, boating, etc.)

See Appendix A-1 for full documentation of public input as recorded by Wright-Pierce

2 Executive Summary

The purpose of developing the Downtown Revitalization Plan is to serve the community as an instrument for identifying and prioritizing revitalization goals in a defined downtown area. Such an area within a community is defined by the State of Maine as:

"a cohesive core of commercial and mixed-use buildings, often interspersed with civic, religious, and residential buildings and public spaces, often arranged along a main street and intersecting side streets, walkable and served by public infrastructure."

Once an area has been designated and a set of publicly supported Downtown Revitalization Plan goals are identified, the Downtown Revitalization Plan outlines prioritized and actionable recommendations for implementing the community's vision. There are two primary means of implementing the Downtown Revitalization Plan. One is by **capital investment** to support physical improvements (utilities, parking lots, streetscape elements, etc...). The other is **promotion** of the vision for the Downtown through volunteerism, establishment of a committee to advocate implementation of the plan after adoption of the Plan, continued public outreach, and adoption of new and/or revised local policy measures in terms of regulatory ordinances.

Both of these means are best achieved in a collaborative effort between the citizens of Rangeley, local municipal government, and private / non-profit stakeholders.

To that end, Rangeley anticipates initiating development of a Downtown Tax Increment Financing (TIF) district as a tool to provide funding in support of many of the Downtown Revitalization Plan goals and is considering updating the Town's Comprehensive Plan and local Zoning Ordinances which should adopt and therefore be consistent with the goals of the Downtown Revitalization Plan.

To utilize potential funding instruments like a Downtown TIF or other local, private, state and federal funding programs, the downtown plan is being strategically developed in conformance with the Maine Department of Economic and Community Development's "Downtown Plan Components" criteria which serve as the organizational format of this planning initiative and include:

- Definition of the downtown area
- Information regarding zoning ordinance effects on the downtown area, and consistency of the Downtown Revitalization Plan with the Comprehensive Plan
- Building inventory conditions assessment
- Inventory of retail / commercial space
- Employment opportunities
- Inventory of residential units
- Pedestrian / Bicycle infrastructure and accessibility

- Infrastructure Streetscape and Utilities
- Signage
- Parking Management
- Recreation
- Capital Improvement Program
- Action Plan Findings and Recommendations that are supportive of public involvement in development of the plan, to serve as a means for implementation of the plan going forward

Assessment of the current state of each of these plan components is expanded upon further in the following respective sections of the Downtown Revitalization Plan, culminating in specific recommendations for implementing each component of the plan. The plan concludes with a prioritized action plan for downtown revitalization implementation strategies in a phased approach.



Immediate (Year 1)

	STRATEGY	L	EVEL OF EFFORT	NOTES
MONTH 1-3	◆ Appoint a Downtown Committee to begin the initial implementation of the Plan.	>>	Low: Town action to establish the Committee	Recommend starting with 5-7 members.
MONTH 1-12	◆ Identify an organization or staff leadership position as the Downtown Champion responsible for coordination of the Downtown Revitalization Plan with the Committee and with complimentary downtown revitalization efforts led by other organizations / interests.	★ ⊕ \$	Medium: Time and effort on selecting the position that is best for Rangeley (Paid staff, versus 3 rd party staff person / organization).	 Local Funding for a full-time staff Community Development Director, or provide financial support for a 3rd party organization.
MONTH 1-12	◆ Establish a Downtown Tax Increment Financing program. (TIF)	4 \$	High: Consultant selection, coordination and State approval.	 Local funding for consultant assistance.
MONTH 1-12	◆ Initiate Village Wayfinding Signage	★ ⊕ \$	High: Time and effort developing master plan, project cost estimates, MaineDOT approvals, funding strategies and potential funding source applications. Selection of consultants to assist as needed.	 Wayfinding Signage Master Plan with consultant assistance typically takes 6-12 months. Funding and implementation typically takes an additional 12-18 months.

⊕ = Significant Time/Personal Effort

\$ = Capital Funding

▶ = Initiation of an On-Going Action Item

ACTION PLAN SUMMARY TABLE

	STRATEGY	LI	EVEL OF EFFORT	NOTES
MONTH 3-12	◆ Partner with the Chamber of Commerce to establish a regular business visitation program, visiting and interviewing them periodically for feedback to be considered as the Downtown Revitalization Plan strategies are refined.	≯ ⊕	Low: Downtown Committee / Chamber of Commerce time and effort on coordination, visits and interviews and updating Plan strategies.	■ Estimate an achievable schedule for interviewing a few / variety of types of businesses during each outreach effort.
MONTH 3-9	◆ Identify Community Assets.	* ①	High: Time and effort to continue coordination with the public and other area interest groups to gather additional data. Decide what to do with the data.	 Downtown Committee led. Work with initial list developed by the Economic Opportunity Committee.
MONTH 6-12	◆ Identify initial infrastructure action items in need of capital investment and establish a funding / implementation strategy.	*	High: Time and effort developing project cost estimates, funding strategies, and potential funding source applications. Selection of consultants to assist as needed.	 Funding source availability and application schedules. Leveraging resources (local capital and inkind assets) with other funding program resources.
MONTH 9-12	• Work with realtors to improve advertisement of properties for sale in the villages to minimize negative perception that "Rangeley is for Sale".	e	Low: Downtown Committee / Coordinator meeting time with local realtors.	

① = Significant Time/Personal Effort

ACTION PLAN SUMMARY TABLE

	STRATEGY	LE	VEL OF EFFORT	NOTES
MONTH 9-12	◆ Develop available commercial / retail space database.	★ ⊕	Medium: Time and effort establishing and updating database. Coordination with others to utilize data for business recruitment.	 Town maintained database, updated annually. Share with local entities (Chamber of Commerce, realtors, appointed plan coordinator, etc.)
MONTH 9-12	◆ Initiate a parking study.	> ⊕ \$	Medium: Time and effort selecting a consultant and developing a parking master plan.	• After other infrastructure action items are implemented, look at updated needs at that time and potential future technological and social factors that may change parking demand.

① = Significant Time/Personal Effort

Near-Term (Years 1-3)

	STRATEGY	LE	VEL OF EFFORT	NOTES
YEAR 1-On- going	◆ Continue to improve broadband and cell phone service.	\$	Medium: Time and effort coordinating with regional partners, utilities and funding sources. Capital costs for infrastructure.	 The Town has several improvement initiatives underway. New technological advances and potential funding sources should continue to be explored.
YEAR 1-2	 Update the Comprehensive Plan to recognize the Downtown Revitalization Plan. 	•	Low: Minimal time and effort by volunteer committee given recent Comprehensive Plan update.	
YEAR 1-2	 Update ordinances to be supportive of the Comprehensive Plan. Consider new ordinances that promote the DTR Plan. 	\$	High: Time and effort by volunteer committee to research and prioritize new ordinance tools. Potential need for consultant assistance with update of Ordinance(s).	 Ordinances should reflect the Comprehensive Plan in keeping with state statue.
YEAR	Coordination / promotion of large public	(High: Time and effort	■ Consider needs /
1-On- Going	gathering events & festivities on a more frequent / year-round basis.	\$	by Committee to establish plan and	opportunities of associated community

^{⊕ =} Significant Time/Personal Effort

▶ = Initiation of an On-Going Action Item

^{\$ =} Capital Funding

ACTION PLAN SUMMARY TABLE

	STRATEGY	LE	VEL OF EFFORT	NOTES
YEAR	◆ Visual survey of, and outreach to village	>>	coordinate with other interest groups. Low: Time and effort	hosting capacities (parking, lodging, etc.) This outreach may not
1-3	properties that negatively impact the Downtown image. • Reach out to owners of vacant Downtown storefronts to encourage or assist with maintaining window displays.	(4)	with outreach, and possible volunteer effort with assistance making improvements.	be entirely successful, but it is an important part of the process. Identify their needs and concerns.
YEAR 1-On- Going	◆ Continued identification of infrastructure action items in need of capital investment and establish a funding / implementation strategy.	\$	High: Time and effort developing project cost estimates, funding strategies, and potential funding source applications. Selection of consultants to assist as needed.	 Funding source availability and application schedules. Leveraging resources (local capital and inkind assets) with other funding program resources.

= Significant Time/Personal Effort

Mid-Term (Years 3-5)

	STRATEGY	LE	VEL OF EFFORT	NOTES
YEAR 3-4	◆ Focus on branding initiative(s) that promote the villages as starting points .	★ ⊕ \$	Medium: Time and effort by downtown staff person / organization to coordinate with other regional partners. Potential costs for advertisements and promotions.	• This effort should focus on the villages as destinations within the greater region and coordinate with regional interests to promote the villages as key introduction centers to regional outdoor recreation opportunities.
YEAR On- Going	◆ Continued identification of infrastructure action items in need of capital investment and establish a funding / implementation strategy.	\$	High: Time and effort developing project cost estimates, funding strategies, and potential funding source applications. Selection of consultants to assist as needed.	 Funding source availability and application schedules. Leveraging resources (local capital and in- kind assets) with other funding program resources.
YEAR 3-5	Develop available housing units database.	≯ ⊕	Medium: Time and effort establishing and updating database. Coordinate with housing developers	 Important to identify housing stock availability and the needs associated with workforce interests.

⊕ = Significant Time/Personal Effort

\$ = Capital Funding

▶ = Initiation of an On-Going Action Item

STRATEGY	LEVEL OF EFFORT	NOTES
-Term s 5-10)		

	STRATEGY	LE.	VEL OF EFFORT	NOTES
YEAR 10-On- Going	◆ Assess the effectiveness of the organization or staff leadership position responsible for coordination of the Downtown Revitalization Plan and decide to sustain this position or administer the plan in a different direction.	\$	Low: Time and effort on deciding if this support position should be sustained or replaced with another leadership mechanism.	
YEAR 10-On- Going Every 10 Years	◆ Comprehensive Plan 10-year update and Downtown Plan 5-year update(s).	\$	Medium: Time and effort by volunteer committee with possible consultant assistance needed.	 Budget for public planning process. (advertising, meeting facilitation, staff time and possible consultant assistance.)
YEAR On- Going	◆ Continued identification of infrastructure action items in need of capital investment and establish a funding / implementation strategy.	\$	High: Time and effort development project cost estimates, funding strategies, and potential funding source applications. Selection of consultants to assist as needed.	 Funding source availability and application schedules. Leveraging resources (local capital and in- kind assets) with other funding program resources.

🕘 = Significant Time/Personal Effort

\$ = Capital Funding

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ACTION PLAN SUMMARY TABLE

	STRATEGY	LE.	VEL OF EFFORT	NOTES
YEAR 5-10	◆ Accrue capital investment to relocate utilities off Main Street / Carry Road, or underground.	★ ⊕ \$	High: Time and effort for utility coordination, developing project cost estimates, funding strategies, and potential funding source applications. Selection of specialized consultants to assist as needed.	Project costs are estimated in the millions and it is estimated that a significant amount of time will be necessary to accrue funds for future (phased?) implementation.

= Significant Time/Personal Effort

Rangeley & Oquossoc Villages

STUDY AREAS

The villages of Rangeley and Oquossoc have been defined based on input from residents and business owners, the Town's Economic Opportunity Committee and Town Staff during development of the Downtown Revitalization Plan. These areas serve as means to focus revitalization goals strategically within the developed cores of the community, both geographically and culturally, recognizing that the Town of Rangeley as a whole, and the surrounding region are also key contributors to, and benefactors of these villages.

Oquossoc Village lies between Mooselookmeguntic Lake and Rangeley Lake. It includes the Haines Landing neighborhood and the neighborhood around the intersection of State Routes 4 and 17. These neighborhoods are connected by Carry Road (Route 4).



The Oquossoc Village study area is approximately 105 acres in size and includes 108 individual parcels. The village is at a walkable scale within each of these neighborhoods. Haines Landing has an approximate ¼ mile radius and the distance from the Route 16 to Old Skiway Road is approximately ½ mile. The distance between these neighborhoods at its shortest is approximately ½ mile, however the end to end distance is approximately 1 ½ miles. In more urban areas, the distance that most American's will consider walking versus driving is more often between ¼ to ½ mile, while the rural character of Rangeley's Oquossoc Village may lend itself to a smaller area of walkability in its current

composition. The Downtown TIF District and Area-Wide Slum and Blight Designation encompass approximately 85 acres and 60 parcels in the easterly neighborhood.

There is a mix of land use development within Oquossoc Village including: recreation (public park and boat launches); civic (post office, fire department, non-profit organizations, etc.); commercial / business; residential; and vacant. (See also Study Area and Land Use Parcel Maps)



Oquossoc Neighborhood at Rte 4/17 Intersection







Downtown Waterfront Area

Rangeley Village lies between Rangeley Lake and Haley Pond. It is delineated along State Route 4 (Main Street from Dallas Hill Road to Manor Drive) and State Route 16 (Pleasant Street / Stratton Road) and within the immediate surrounding residential neighborhoods.

The Rangeley Village area is approximately 535 acres in size and includes 454 individual parcels. The Downtown TIF District and Area-Wide Slum and Blight Designation encompass approximately 235 acres and 230 parcels within the study area. The village is at a walkable scale from most of these neighborhoods to the nearest State Route (Approximately ¼ mile radius) The maximum end to end distance along Main Street is approximately 1 ½ miles. In more urban areas, the distance that most American's will consider walking versus driving is more often between ¼ to ½ mile, while the rural character of Rangeley Village may lend itself to multiple smaller areas of walkability with a need for vehicular / bicycle transit options to greater distances.

There is a mix of land use development within Rangeley Village including: recreation (public park and boat launches); civic (post office, fire department, non-profit organizations, etc.); commercial / business; residential; and vacant. (See also Study Area and Land Use Parcel Maps)



COMMUNITY PROFILE AND REGIONAL CONTEXT

Rangeley is a community with an approximate population of 1,168 (based on 2010 U.S. census data). Beyond Rangeley's borders there are strategic connections to the surrounding Plantations and beyond. The University of Maine at Farmington provides opportunity to attract skilled labor, with the potential to expand the younger demographic base and attract first time homebuyers and younger families to the villages. This and other potential workforces from greater distances that are drawn to Rangeley's quality of place, are increasingly employed in the technology-based jobs market. These workers who can either operate remotely from their place of dwelling as individuals or have employment opportunities with technology-based companies that do not depend on a local customer base, are trending towards migrating to downtown environments on a national level. Such quality of life choices desired in a downtown are for communities within walking / biking accessibility to arts, entertainment, recreation, quality schools, etc. and mass transit systems connecting the villages to regional service needs and cultural / recreational interests.

Rangeley's remote location, while an attraction to some, is also a potential challenge to others and this dichotomy is a key consideration for Rangeley. There is a limited amount of healthcare service in particular, including no pharmacy and the closest hospital at a fair distance in Farmington. Rangeley Family Medicine provides routine physicals, chronic and acute medical visits, laboratory services, and minor surgery. Physical connections via roadway and airport are highly important for access to and from Rangeley for medical care needs, and the transport of visitors and other goods and services to and from the Region in the present. There is the potential for this need to lessen in the future with improvements in automated technologies and broadband connectivity (i.e. Amazon, telemedical services, distance learning, etc.)

Rangeley Village is a local service center for the immediate region including the surrounding plantations, meeting most of the region's goods and services needs.

Of considerable importance to the community is the continued support and potential expansion of cultural and recreational resources connected to the outdoors that the Rangeley Lakes Region is already well known for. There are a multitude of organizations focused around this resource area and one of the greatest keys to continued / improved success will be a greater level of coordination between these entities to work together in supporting this economic and quality of life resource as a whole.

COMMUNITY VISION OF THE VILLAGES

What do these villages mean to the citizens of Rangeley, its downtown business owners and civic institutions and to visitors and neighboring communities? For the downtown revitalization effort to be successful, it is essential that the whole community play an active and ongoing role, supporting and living out the vision for these villages. During development of this plan, there was a significant amount of public participation and sharing of input regarding what the downtown means to a range of individual and stakeholder interests. The plan was also informed by a concurrent community-wide public input process administered by the Rangeley Region Health and Wellness Partnership and the Rangeley Lakes Heritage Trust. As a result of these public input processes, the following consensus downtown revitalization vision and goals were identified:

Vision

"The downtown revitalization of Rangeley Village and Oquossoc Village should preserve and support the Town of Rangeley's unique character, history and outdoor heritage on a year-round basis."

Goals

- Develop a Downtown Revitalization Plan that is actionable.
- Improve appearance and make the villages more welcoming to visitors.
- Preserve the historic character and architecture of the villages.
- Improve bicycle and pedestrian systems and safety.
- Continue to support a diverse economy.
- Improve economic viability on a year-round basis
- Improve broadband and cell phone service.
- Improve vehicular traffic flow and safety conditions

These consensus community goals serve as the basis for the recommendations in the following plan sections, and the prioritization of the action plan. Overall, this leading indicator of strong public interest in downtown revitalization will be essential for the community to realize its revitalization goals, as the process does not end with the completion of this plan. Successful downtown revitalization efforts are an ongoing process of communication of ideas as cultural and economic trends evolve, of making phased capital investments in the downtown, and in maintaining collaborative partnerships between the Town, volunteers and the private business sector. Public,

private and civic interests must work together to achieve the community's interests in creating a downtown where people can live, work and play in a sustainable manner.

(The complete findings of this public outreach process are included in the appendices of the plan.)

Findings

- Public consensus for the Rangeley Village Study Area was delineated between Dallas Hill Rd and Manor Drive, at least one property deep on either side of Main Street.
- Public consensus varied regarding additional Study Area neighboring properties abutting Main Street and along Stratton Rd, between Rangeley Lake and the Rangeley Lakes Regional School.
- The Study Area for Rangeley Village is somewhat limited physically by Rangeley Lake and rising terrain leading up to Dallas Hill Rd and beyond the cemetery heading west.
- Rangeley Village is the primary local service center for the Town and surrounding Plantations.
- There is a diversity of residential, civic and commercial development within the Rangeley Village.
- Regionally, Rangeley Village is influenced by its remote distance to other population service centers (Farmington) and by vehicular through traffic (industrial trucking).
- Public consensus for the Oquossoc Village Study Area was Wilsons Mill Road and Haines Landing, and within the local roads and a portion of Rumford Road within the center of Oquossoc Village.
- Oquossoc Village is a remote location with limited residential, civic and commercial development primarily serving outdoor recreational interests.
- Regionally, Oquossoc Village is significantly influenced by its remote distance to other population service centers (Rangeley Village, Farmington, etc.).
- There are a large variety of community interests that support and are supported by the villages of Rangeley and Oquossoc: Chamber of Commerce; Rangeley Lakes Heritage Trust; Residents; Businesses; Tourists; MaineDOT; Outdoor Heritage Sporting Museum; Rangeley History Museum; Maine Office of Tourism; Rangeley Region Health and Wellness Partnership; Rangeley Water District; Town of Rangeley and surrounding Dallas, Rangeley and Sandy River Plantations; Franklin County; Rangeley Friends of the Arts, Oquossoc ATV Club, Inc.; Rangeley

Lakes Snowmobile Club; Rangeley Lakes Trails Center; Rangeley Region Guides and Sportsman's Association; WRGY 905 FM; Maine Appalachian Land Trust; Greater Franklin County Development Corporation; etc.

Recommendations

- A Study Area needs to be defined in the Downtown Revitalization for State approval and subsequently for potential financial support, but it can evolve over time. The Downtown Revitalization Plan is not static.
- Continue to seek public input throughout the implementation phase(s) of the plan.
- Evaluate community downtown revitalization goals and prioritized improvement action plans on an annual basis.
- Continue to support a diverse pattern of development and activities in Rangeley and Oquossoc Villages.
- Establish and invest in an active and ongoing downtown organization that represents the interests of the residents of Rangeley, the local government and the private commercial / business community. Many Maine communities have been successful in this approach through collaboration with the Maine Development Foundation's Main Downtown Center and the nationally recognized Main Street Approach. Other options could include continued efforts by Economic Opportunity Committee involvement, neighborhood associations, Rangeley Lakes Heritage Trust and Chamber of Commerce type entities. Part of the role of a committee or entity responsible for organization is to facilitate good communication (between Town appointed committees, staff, selectmen, downtown businesses/ stakeholders, and the community at large) to ensure that all are supportive of implementing the plan, and that no one is working parallel to and unaware of each other's efforts, or at cross-purposes. Coordination with regional initiatives and neighboring communities on greater community revitalization goals such as improvements to road and broadband infrastructure will also be of significant benefit to the villages.
- The following is an overview of utilizing the Main Street Approach which has had demonstrated success for a variety of communities throughout Maine with similar revitalization goals as Rangeley's:

UTILIZING THE MAIN STREET FOUR-POINT APPROACH®

Many communities in Maine and other states have employed the "Main Street Approach" as a model for organization which has proven successful for downtown revitalization. In Maine, communities may formally apply to become a Main Street Maine community (as a full or

"Network" member), to receive support and assistance from the Maine Downtown Center, and increase their scoring on many of Maine's downtown grants. However, it is not a requirement to be a Main Street community to utilize the Main Street Approach, and many downtowns can benefit from applying this model on their own. For the villages of Rangeley, there are a few key considerations under each of the Four Points that the community should keep in mind as it works to build and support a sustainable downtown.

The Main Street Four-Point Approach® (From Main Street Maine)

- The four points of the Main Street approach work together to build a sustainable and complete community revitalization effort.
- Organization involves getting everyone working toward the same goal and assembling the
 appropriate human and financial resources to implement a Main Street revitalization
 program. A governing board and standing committees make up the fundamental
 organizational structure of the volunteer-driven program. Volunteers are coordinated and
 supported by a paid program director as well. This structure not only divides the workload
 and clearly delineates responsibilities, but also builds consensus and cooperation among the
 various stakeholders.
- Promotion sells a positive image of the commercial district and encourages consumers and
 investors to live, work, shop, play and invest in the Main Street district. By marketing a
 district's unique characteristics to residents, investors, business owners, and visitors, an
 effective promotional strategy forges a positive image through advertising, retail volunteers.
 These activities improve consumer and investor confidence in the district and encourage
 commercial activity and investment in the area.
- Design means getting Main Street into top physical shape. Capitalizing on its best assets such as historic buildings and pedestrian-oriented streets is just part of the story. An inviting atmosphere, created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping, conveys a positive visual message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems, and long-term planning.
- Economic Restructuring strengthens a community's existing economic assets while expanding and diversifying its economic base. The Main Street program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today's consumers' needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district.

Zoning & Ordinances/Consistencywith Comprehensive Plan

COMPREHENSIVE PLAN

Rangeley most recently updated its Comprehensive Plan in 2012 in compliance with State statute. Within this document, it is recognized that Downtowns are "Cool" again and that communities with downtowns that are intact and reflect a once thought by-gone era are discovering they have a tremendous asset.

The full Comprehensive Plan, Zoning and Ordinance documents have not been included within this report. These documents are readily available to the public from the Town's website:

http://townofrangeley.com/DocumentCenter/View/67/Rangeley-Comprehensive-Plan-Adopted-September-13-2012-PDF

http://townofrangeley.com/150/Town-Code

ZONING AND ORDINANCES

The village study areas several defined zoning districts. The village study areas are immediately surrounded by residential and woodland zones. The following zoning districts as defined in the Comprehensive Plan, are located within the village areas.

C – Commercial District

The Commercial District established an area in Rangeley intended for commercial enterprises which may not be compatible with other land uses. It is located so as to provide an area suited to such development due to various conditions and to discourage the proliferation of strip development. Lot standards are 20,000 square feet without sewer and 10,000 square feet with sewer. Road frontage is required to be a minimum of 100 feet.

DTC - Downtown Commercial Overlay District

This district provides for greater flexibility in dimensional requirements, development review, and encourages business development and expansions in the Villages of Rangeley and Oquossoc. Lot standards are 20,000 square feet without sewer and 10,000 square feet with sewer. Road frontage is required to be a minimum of 100 feet.

R - Residential

The Residential District includes areas currently developed primarily as residential and extends to areas suited for such development due to physical site characteristics. Lot standards are 40,000 square feet without sewer and 20,000 square feet with sewer. Road frontage is required to be a minimum of 150 feet.

S - Shoreland

The Shoreland District covers land areas adjacent to the lakes and ponds of Rangeley and provides for limited residential land uses. With the exception of Haley Pond shoreland the district is 1,000 feet deep. The zone around Haley Pond is 250 feet. Lot standards are 40,000 square feet without sewer and 20,000 square feet with sewer. Shore frontage is required to be a minimum of 200 feet.

V - Village

The Village District includes the most highly developed areas in the Town including Rangeley and Oquossoc. Development is denser than in other areas and covers a broad mixture of land uses including commercial, recreational, public and residential. Lot standards are 20,000 square feet without sewer and 10,000 square feet with sewer. Road frontage is required to be a minimum of 100 feet.

Findings

- The Comprehensive Plan is updated and in compliance with State requirements.
- Rangeley and Oquossoc Villages include a variety of ordinance defined land use zones: Commercial, Industrial, Village, Residential, Resource Protection and Shoreland Zones.
- Zoning ordinances need to be consistent with the latest version of the Comprehensive Plan.

 Note the above zoning district definitions such as the Downtown Commercial Overlay District are fully described in the Comprehensive Plan yet some of the district standards listed above are not currently referenced in the Town's ordinances.
- No standalone ordinances are in place for historic districts, traffic and parking, signage etc. These specific elements are defined in varying applications under the various land use zones.
- The Town is currently working to address zoning ordinances in reaction to new development trends and state regulations regarding medical marijuana dispensaries.
- The public desires to strengthen ordinances regarding site lighting in line with the Dark Skies Initiative. https://www.darksky.org/

- The Town should continue updating its ordinances pursuant to and consistent with the comprehensive plan, as per State Statue MRS Title 4452 30-A.
 - http://www.mainelegislature.org/legis/statutes/30-A/title30-Asec4352.html
- After adoption of the Downtown Revitalization Plan, the comprehensive plan should also be updated to reflect this new planning initiative to be consistent in supporting the community's vision for the villages.
- The Comprehensive Plan is currently aligned and supportive of the Downtown Revitalization Plan's goals and does not need any substantial changes as a result of the Downtown Revitalization Plan findings. As a long-term priority in support of the community's Downtown Revitalization goals and in compliance with State Law, the Town should continue to update the Comprehensive Plan and Downtown Plan every 5 to 10 years at a minimum, to be responsive to changing economic and social climates.
- Consider adoption of Form Based Codes to address architectural character for new, non-residential development and conversion from residential to non-residential uses within the downtown. The State of Maine's Municipal Planning Assistance Program has good reference material for how such codes may best be applied. This recommendation is supported in the Town's current Comprehensive Plan.
 - http://www.maine.gov/dacf/municipalplanning/technical/form based codes.shtml
- Consider making mixed use development a standard for ordinance zones regulating the
 villages of Rangeley and Oquossoc. Many communities in Maine have implemented such
 standards including the below reference to Freeport as an example. It has been demonstrated
 by subsequent development in these communities that the residential units required above
 commercial first floor space have been well occupied and have been a benefit to downtown
 revitalization for the community, and to the private developer alike.
 - http://www.freeportmaine.com/page.php?page_id=103&title=Ordinances%20&%20Codes
- Consider ordinance standards versus guidelines when amending / developing design related regulations impacting the downtown area. There are many pros and cons to this issue regarding regulations requirements versus suggested guidelines that communities throughout Maine have considered on a variety of levels. Peer advice can often be productively received from other municipalities.
- The Town should continue to review their ordinances on an annual basis and make changes
 proactively to address potential new development trends that may benefit or threaten the
 quality of place within the villages.

Buildings Inventory & Conditions Assessment

DIVERSITY

The villages are currently comprised of a variety of building structures and uses, which is consistent with a healthy, diversified downtown environment. The buildings are predominantly one to two stories in height. There are historic buildings, particularly located along Main Street and Carry Road, which are near or over one hundred years old that provide a distinct sense of architectural character to the villages. Many village buildings are vacant/for sale and several are in need of façade improvement repairs. There were no reported buildings facing the common multi-story structural occupancy challenges where the first floor is occupied while the upper stories remain largely vacant due to the cost prohibitive nature of upgrading access to the second and third floors for mixed use redevelopment. This is typically seen as lost opportunities for new housing units in many of Maine's downtowns and Rangeley is fortunate not to be facing this challenge as many of the upper floors the multi-use village buildings have occupied apartment spaces that are routinely leased.

(See Parcel Land Use map for parcel by parcel breakdown of development within Rangeley's Villages)



Residence in Rangeley Village Currently Receiving Façade Improvements Since This Photo Was Taken



Gingerbread House Restaurant in Oquossoc Village

HISTORIC CHARACTER

Oquossoc Village has one property on the National Park Service's National Register of Historic Places. It is the Qquossoc Log Church located on Carry Road (U.S. Route 4/17)

Rangeley Village has three properties on the National Park Service's National Register of Historic Places. They are the Rangeley Tavern and Rangeley Lakes Historical Society located on Main Street, and the Public Library, located on Lake street.

The National Register of Historic Places is the official list of the Nation's historic places worthy of preservation. Authorized by the National Historic Preservation Act of 1966, the National Park Service's National Register of Historic Places is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect America's historic and archeological resources. Additional information about Rangeley's places on the national registry can be found at the National Park Service's website: https://www.nps.gov/subjects/nationalregister/index.htm

There are several other architecturally significant historic buildings within Rangeley Village that are immediately adjacent to these National Register of Historic Places properties.





Oquossoc Log Church

Rangeley Inn and Tavern

Findings

- Most buildings in the Rangeley and Oquossoc Villages are one to two stories in height.
- Historic buildings promote a strong sense of architectural identity in the Rangeley and Oquossoc Village cores. There is also inconsistency in architectural building styles in both villages, mostly between historic and modern buildings.
- Some buildings in the Rangeley Village are in need of façade improvements and it is unknown
 if any buildings in either village require interior improvements to meet current State buildings
 codes.

- Develop ordinance language requiring mixed use development for new commercial businesses and provide incentives to developers to create quality housing opportunities for first time home buyers, whether for individual professionals or for young families.
- Establish a façade program and fund (either revolving loan or grant) for downtown buildings. This may include streetscape improvements if desired. Consider providing professional design assistance to offer recommendations on building façade and streetscape improvements that are in keeping with the historic image of the villages that the community is trying to preserve.
- Consider adopting design guidelines, an historic district or other protection to maintain downtown character and historic architecture. Develop design guidelines or standards to be applied to exterior building renovations and new construction, to encourage appropriate architectural character for the downtown.
- Continue to reach out to owners of downtown buildings and properties that negatively impact the downtown image and identify their needs and concerns. One option is to work with owners of vacant downtown storefronts to assist with maintaining window displays.
- Re-examine local ordinances regarding property maintenance to address properties that negatively impact the downtown image and or fail to maintain sidewalk and site accessibility.
- Establish a program for housing unit rehabilitation in support of residential / mixed use buildings on Main Street.
- Continue to support a community economic development position that can actively document / promote available buildings for redevelopment and occupancy.
- Work with the Maine Department of Economic and Community Development and apply for Community Development Block Grant program funds to make physical improvements to buildings themselves, and for the properties surrounding, including streetscapes within the public right of ways.
- Continue to support new growth opportunities, either encouraging new developers to come to Rangeley's villages, or through planned municipal infrastructure projects such as acquisition of vacant parcel(s) for parking facilities or making sites "shovel ready" for development.
- Encourage collaboration between adjoining building owners to share costly expenses
 associated with second-story access to their buildings in support of mixed-use development if
 needed. These life safety code requirements can sometimes mean the need to install
 infrastructure such as elevators which can often be cost prohibitive for an individual property
 owner to implement on their own.

Inventory of Retail/Commercial Space

Findings

- The Town of Rangeley does not keep a data base of currently available retail / commercial space in the Villages.
- One of the repeated public input comments was in regard to attraction of a new pharmacy absent in Rangeley during the recent past. Based on the current population of Rangeley, it appears that such new development would likely continue not to see Rangeley's customer base as a viable option for a local store. It is also important to keep in mind that retail and shopping trends have changed dramatically over the past couple of decades and point towards a greater variety of dependence on online shopping and mail order delivery and a physical store may not locate to Rangeley until there is a significant increase in population. especially if online sales trends continue.

(See Parcel Land Use Map)

- Establish, maintain and update a current data base of available commercial / retail space for marketing and promotion efforts aimed at potential developers.
- Utilize TIF funds, and state and federal funding programs to make infrastructure improvements and assist private businesses supporting Downtown Revitalization Plan goals. The Town should consider adopting zoning ordinance guidelines / standards to ensure that new development is in keeping with the historic, rural character of the villages.
- The Town should make infrastructure investments in terms of parking, streetscape and utility improvements in collaboration with new development proposals in the villages on a case-by-case basis.
- Utilize TIF funds, and state and federal funding programs such as CDBG Microbusiness Enterprise funds.
- The Town should consider giving mixed use development increased priority (make mandatory?) in the current village zoning areas so that new businesses provide adequate residential units and / or office space in association with new retail / commercial developments.

Employment Opportunities

Findings

- Rangeley's key to past sustained provision of quality employment opportunities and for continuing to do so, has been the reliance on maintaining a variety of small-scale economic employment opportunities. Currently there is an increase in diversity of new employment opportunities (e.g. Farm House, bicycle tourism, etc.). Such evolving diversity of employment opportunities, especially those that are viable on a year-round basis, can continue to provide for a stable tax base to maintain the viability of the villages. The closure of Saddleback Mountain has certainly had a significant impact on the local and regional economy, but Rangeley is diversified in other areas of outdoor recreation and tourism activities that have allowed it to remain economically viable where other rural communities in Maine, primarily tied to timber mill and associated logging industry employment, have suffered significantly when their primary employer(s) have closed.
- U.S. census data is available and identifies various standard employment sectors that they
 track for communities throughout the county, however this data is at a relatively small scale
 in Rangeley that may not be beneficial for the community to invest significant time
 investigating and making local policy decisions in support of these standard economic sectors.
- National trends, as recognized in the Town's Comprehensive Plan, note increasing opportunities to work from "anywhere" and the desire to move to downtown's where people can live, work and plan is growing.

- Provide financial/technical support for business development through various avenues such as a TIF revolving loan / grant program, marketing and branding, to assist with recruitment of additional private investment, which will also add to the municipal tax base.
- Consider municipal bonds / capital investment capacity and interests of local residents (crowdfunding, etc.) versus dependence on raising taxes or obtaining state and federal grants, allowing more local control to "vote yourself a job" by creating greater local control as to what the funds can be used for.
- Utilization of marketing tools such as social networking, examples of success from other similar
 Maine community initiatives, continued support of the Chamber of Commerce and established

overarching downtown revitalization organization/program "Champion" like the Main Street Approach, to coordinate promotion of the Rangeley and Oquossoc Villages.

- Assist business development in the downtown by providing gap funding to private developers through a TIF revolving loan / grant program for continued development / upgrades to 2nd floor residential units in both new and existing businesses.
- Promote the Town's airport as a regional transportation asset.
- Expand on opportunities to promote diversity of professional career development at the high school level and at potential post-graduate facilities such as technology incubators for manufacturing and technology-based professions, and for emerging expanding business opportunities related outdoor recreation / eco-tourism and more global internet-based services.

Ellsworth has recently established such a locally supported venture that may serve as a good model for Rangeley to learn from: http://unionriverinnovation.com/

- Investment in infrastructure such as high-speed broadband to support an increasing technology-based economy.
- Rangeley should focus on norms and models for economic development based on an understanding of other similar current initiatives like some of the ones mentioned in this plan that are comparable to Rangeley's revitalization goals.
- An overabundance of, and focus on economic data alone as a means to plan for job growth
 can ultimately lead to "analysis paralysis" and perhaps limit the community's ability to be
 opportunistic and open to private investment and capital market interests. It is most
 important to look at current and historic economic data and trends with the general
 understanding that a diverse mix of opportunities is vital to support economically vibrancy.
- More meaningful information regarding potential economic development ideas for unique regions such as Rangeley's may best be informed by what other comparable efforts are currently taking place in Maine such as in the Moosehead Lake Region: http://mooseheadlakeedc.com/
- Another important social trend to consider is that the federal government is becoming less and less of the "Calvary" that supports all economies and that Maine as a "city state" is in similar decline of support for all local economies. It is increasingly common for towns and smaller economic regions such as the area that comprises the Androscoggin Valley Council of Governments (AVCOG) to provide, policy, personnel resources and financial support for their own economic development initiatives.



Inventory of Residential Units

Findings

- The majority of the housing units in Rangeley and Oquossoc Villages, and throughout the Town of Rangeley in general, are single family homes, including a significant number of secondary homes.
- There is some affordable housing in Rangeley Village for low to moderate income residents and seniors.
- There is a fair amount of seasonal rental units associated with tourism.
- There is limited affordable workforce housing (rental homes and apartments)
- Overall support for more housing within the villages based on public input is considered secondary to the need to create sustainable, year-round jobs first, especially given the availability of housing in the greater community. Growth in the economy if successful, might then create a need for more housing options in the villages.
- Where available, the majority of multi-story buildings within the villages with commercial / retail space on the first floor, are occupied with rental housing units on upper floors.

(See Parcel Land Use Map)



Single Family Residence in Rangeley Village



Multi-Unit Affordable Housing







Residences at Haines Landing

Recommendations

- Examine ordinance standards for mixed use development such that minimal residential unit square foot requirements are large enough to encourage alternative levels of housing to the predominant stock of current rental units.
- Involve Maine State Housing Authority, the Maine Real-Estate Development Association (MEREDA) and private housing developers that have access to New Market Tax Credits and other capital funding sources in support of workforce housing.
- Maintain a database of unoccupied housing, for advertisement by the Town or a supporting downtown organization such as a Main Street Program to new residents / seasonal work force populations interested in Rangeley.
- Consider zoning ordinance updates that allow lower square footage requirements for residential units (Apartments, in-law apartments, tiny houses, AirBNBs) to encourage a greater diversity of housing opportunities for young families, seasonal work force, seniors and visitors alike.
- Assist mixed-use developments by providing gap funding to private developers through a TIF revolving loan / grant program for the development of 2nd floor residential units in new and existing retail / commercial buildings. Such funding may be focused on installation of elevators in existing buildings, which is often one of the more expensive infrastructure costs that limits development of upper stories in Maine's historic downtowns when changes in building code or federal funding sources may require it. The City of Lewiston has such a grant program and may serve as an example for Rangeley to consider:

http://www.lewistonmaine.gov/DocumentCenter/View/3105

Pedestrian/Bicycle Infrastructure & Accessibility

Findings

- Rangeley has a limited system of sidewalks within Rangeley Village and almost none in Oquossoc Village, and no dedicated bicycle infrastructure is in place in either village. There is an extensive system of trails in the greater region (Appalachian Trail, ITS and adjacent snowmobile / ATV routes, Rangeley Lakes Heritage Trust trails, etc.) that the villages have some direct connections to and are otherwise connected to and from these regional systems from the villages by means of personal vehicle transport.
- These regional trail systems are promoted at varying levels by the multitude of organizations currently operating and maintaining them and most of the information about these systems are available online or at each organizations home base of operations.
- Sidewalks are in place along most of Main Street in Rangeley Village and along portions of a few neighborhood side streets (Allen Street, Pleasant Street, School Street, Lake Street, Mendolia Road and Loon Lake Road.
- Many of these sidewalk segments and associated crosswalks are in fair to poor condition. When reconstructed, some will need to be updated to current American's with Disabilities Act (ADA) standards.
- The Town has had recent success obtaining state / federal funding for pedestrian improvements in Rangeley Village.
- There is a small segment of sidewalk at the public parking lot near the intersection of Routes 4 and 16 in Oquossoc Village and there are only a couple of non-ADA compliant crosswalks, located on Carry Rd.
- There are no dedicated bike lanes or off-road paved paths in the Rangeley or Oquossoc Villages.
- There is a growing interest in both on and off-road cycling opportunities in the Rangeley Lakes region.
- Currently, the Public Works Department maintains all sidewalks within the villages.

• Improvements related to pedestrian and bicycle safety were recognized as one of the highest priorities for the downtown based on public input received during this downtown revitalization planning process.

(See Transportation / Parking Map, and Recreation Map)



Paved Shoulders and Non-ADA Compliant Crosswalk in Oquossoc Village



Neighborhood Street off Main Street in Rangeley Village

- Continue implement bicycle and pedestrian improvements in a phased approach in Rangeley Village and initiate these improvements in a phased approach in Oquossoc Village, in a manner that is affordable within the Town's capital improvement budget. Consider starting at the center of the villages and working outward towards regional trail systems.
- Continue consistency of granite curb and asphalt sidewalk materials throughout the villages.
- Improve existing sidewalks to comply with current ADA accessibility standards
- Continue to support regional cycling interests and coordinate with MaineDOT, Bicycle Coalition of Maine, etc. on joint funded project opportunities to initiative bike lanes in the Rangeley and Oquossoc Villages, and for connections to regional systems.
- Continue to monitor and plan for capital improvements to maintain existing sidewalk and trail infrastructure on an annual basis (This work is currently performed by public works forces).
- Continue to evaluate strategic pedestrian and bicycle infrastructure improvements in association with other downtown revitalization improvements, including roadway, streetscape and utility infrastructure improvements, as well as private development projects

so that bicycle and pedestrian infrastructure does not have to be reconstructed "after the fact" since these other initiatives often involve an underground infrastructure component within the sidewalk and bike lane areas.

- Examine current street and sidewalk ordinances during their update process to consider requirement of individual commercial property owners maintain sidewalks in a safe manner immediately in front of their property.
- Continue to coordinate with MaineDOT to ensure that bicycle and pedestrian infrastructure improvement projects are consistent with MaineDOT policies and regulations.
- Consider pedestrian and bicycle improvements in coordination with other vehicular infrastructure and streetscape elements (trees, lighting, etc...) from a "Complete Streets" approach.



Example of Bump Outs, Concrete Paver Crosswalks and Sidewalks, Decorative Street Lights, Street Trees and ADA Detectable Warning Devices



Example of Raised Medians and Imprinted Pavement Crosswalk



Rendering of Sidewalk and Bike Lane Improvements in Oquossoc Village

1 Infrastructure – Streetscape & Utilities

Findings

- The majority of the streets within the Rangeley Village accommodate two-way vehicular traffic and are paved with minimal shoulders.
- Oquossoc Village has a mix of paved and gravel streets accommodating two-way traffic, with minimal shoulders.
- State Routes 4, 16 and 17 within both villages are owned and maintained by the Maine Department of Transportation.
- There is public concern regarding potential conflicts between vehicular traffic and pedestrian / bicyclists within the Rangeley Village center in particular due to the presence of large semi-tractor trailer truck traffic traveling through the village. This issue is further exacerbated during the winter months when the only non-state route posted for travel in and out of the area is Route 4. The Town and MaineDOT are continuing to have discussions regarding improvements to Route 16 to alleviate some of this issue during the winter months.
- The majority of Rangeley Village is served by public water, sewer.
- Portions of Oquossoc Village are served by public water.
- Both Rangeley and Quossoc Villages are served by overhead utilities.
- The community expressed strong interest in relocating overhead lines either underground or off of Main Street and Carry Road. It was understood that such an effort represents significant capital costs (on the order of \$3M for Oquossoc and up to \$6M for Rangeley) however the public still wanted to explore opportunities to fund this improvement to the overall downtown aesthetic. Doing so may also require abutting property owners to upgrade their current properties electrical services to the latest state building code requirements if they do not currently meet them.
- The Town has been maintaining and operating the water and sewer infrastructure systems for decades and they are in fair condition and well understood in terms of capacity and ongoing maintenance and operations funding needs. Aside from replacing the water main as part of the Allen Street Reconstruction project in 2019, there are not any major near-term plans for improvements to these facilities within either of the villages.
- There are minimal / no significant streetscape elements in Oquossoc Village.

 There are inconsistent streetscape elements along Main Street and minimal to no streetscape elements along adjacent streets. Most of the streetscape condition consists of paved sidewalks with granite curbing.





Existing Oquossoc Village Streetscape

Existing Rangeley Village Main Street Streetscape

- There is limited public transit present in Rangeley. Currently the Rangeley Region Health Appointment Transportation Service van provides some public transit opportunity for specific health related community needs. Western Maine Transportation also provides bus service to Farmington once per month.
- The Town has completed a project to expand the municipal airport facilities to accommodate Life Flight of Maine service, in addition to the airport's continued operations supporting transit by small commercial / recreational aircraft.
- There is limited cell phone and broadband service in the region and to the villages. There was substantial public input prioritizing improvements to these services as one of the top goals of downtown revitalization planning effort. Some business owners interviewed had varying opinions on this topic, however much of the feedback was in terms of finding ways around this lacking service as an obstacle that they could overcome, but would still like to see it expanded.
- Rangeley has been working with the rest of Franklin County to improve broad band and cellular service. Several initiatives are underway to expand cell service such as a new tower in back of the Fire Station in Rangeley and extending the existing tower on Bald Mountain in Oquossoc. The Town is evaluating a proposal from Matrix to extend fiber connections to individual homes. This effort requires a public/private partnership. USDA grants are also being sought to improve broad band service out of Farmington and extending to Rangeley.
- In an increasingly globally connected economy and social world, the internet is fast becoming the "brain" of civilization and those that are not connected have an increasingly difficult time

developing business opportunities and being able to maintain a quality of living in remote areas in particular. Where broadband is present, the creative economy is flourishing and those that choose to live work and play, as well as those that desire to "age in place" for a longer period of time due to availability of access to the medical field via opportunities like telemedicine services can do so with increasing flexibility.

(See Transportation / Parking Map, and Utilities Map)

Recommendations

- Expand regional broad band / cell phone service, and Wi-Fi service at public facilities.
- Continue working with the rest of Franklin County to improve broad band and cellular service. In addition to the current efforts that Rangeley is working on, consider new programs and approaches that peer communities in rural Maine are initiating. For example:

http://www.ourkatahdin.com/

https://neighborly.com/broadband-accelerator

- Define a streetscape standard within Rangeley Village for Main Street and Stratton Rd (sidewalks, bike lanes/shoulders, on-street parking, signage, landscaping, site lighting with full cutoff fixture, site amenities benches, trash receptacles, etc.)
- Define a streetscape standard for adjacent side streets within Rangeley Village (sidewalks, shoulders, signage and lighting with full cutoff fixtures).
- Raise capital funds for relocation of overhead utilities and consider changing ordinances to require new development to install underground service connections.
- Raise capital funds for streetscape improvements and consider amending ordinances to require new development to meet these standards in both villages.
- Continue to maintain and upgrade water and sewer distribution systems in Rangeley Village.
- Continue to maintain and upgrade the water distribution system in Oquossoc Village.
- Coordinate with Rangeley Lakes Scenic Byway and MaineDOT Highway Signage Program to promote Rangeley and Oquossoc Villages (Routes 4, 16 and 17).
- Coordinate with MaineDOT regarding highway improvements to Routes 4 and 16 in association with context sensitive design for improvement within the village, and in terms of opportunities to re-route / reduce industrial truck traffic through Rangeley Village, and in terms of overall streetscape and traffic calming improvements (i.e. bumpouts, raised medians, street lighting, on-street parking, etc.).

- Define a streetscape standard within Oquossoc Village for Carry Rd / Rumford Rd (Sidewalks, bike lanes/shoulders, signage, landscaping, site lighting with full cutoff fixture).
- Define a streetscape standard for adjacent Oquossoc Village side streets (Sidewalks, shoulders and signage).



Examples of Before and After Façade and Streetscape Improvements in Richmond, Maine



Existing Rangeley Village Streetscape



Rangeley Village Streetscape with Removal of Overhead Utilities, New Streetlights and Bicycle Sharrows Downtown Revitalization Plan – Rangeley, ME

Signage

Findings

- Signage in a downtown serves several purposes. Functionally, signage provides a source of information for visitors in terms of wayfinding and education, for businesses in terms of advertisement, for safety in terms of vehicular, bicycle and pedestrian direction, and for promotion of the community's sense of pride, historic character and civic interests. Rangeley does not have a standalone sign ordinance and this design element is regulated within the general zoning ordinance document under article 38.5.5. It appears appropriate to meet the community's vision of development signage within the downtown, however public feedback indicated that it may not be meeting the intent of the community's recent revitalization planning goals.
- One of the missing sign components associated with the downtown is the lack of gateway and wayfinding signage dedicated to the villages. There are several effective regional signage programs in place like the Rangeley Lakes Scenic Byway for example, however there are limited and inconsistent signs for directing visitors to common areas of interest / need within the villages (parks, parking, municipal services, etc.).

(See Transportation / Parking Map for Location of Proposed Gateway Signage)



Existing Signage in Rangeley's Villages

Recommendations

 Consider creating a standalone sign ordinance when updating the overall zoning ordinances to be consistent with the Comprehensive Plan and newly adopted Downtown Revitalization Plan.

- Discuss opportunities to enhance the aesthetics of the current proliferation of "For Sale" real
 estate signs throughout the villages (currently most prominent in Rangeley Village) as these
 signs have been in existence for substantial lengths of time without providing demonstrated
 success in selling the properties, while creating a perceived negative impression as a visual
 greeting to visitors.
- Develop consistent Wayfinding Signage within the Rangeley and Oquossoc Villages that is distinct from other present regional signage programs. This should be initiated by an overall village Wayfinding Signage Master Plan and will need to be coordinated with MaineDOT for signs within their right of ways (Routes 4, 16 and 17).
- In addition to the signs that promote the downtown at the municipal boundaries, additional gateway signage at the village borders along Routes 4, 16 and 17 as you approach the village areas are recommended.
- Improve wayfinding signage guiding pedestrian, bicycle and vehicular visitors to village amenities, adjacent neighborhoods, regional trail systems, cultural resources and.
- Coordinate with MaineDOT to implement pedestrian and bicycle safety improvements. This
 signage should meet the objectives of AASHTO and ADA federal safety objects and be
 consistently applied throughout the downtown.
- Consider promotional signage banners to improve the streetscape experience along Main Street and Carry Road in particular.
- Coordinate the promotion of the downtown with regional outdoor recreation opportunities and work with those regional organizations to promote the villages on their wayfinding programs.







Examples of Gateway and Wayfinding Signage from other Maine Communities

12 Parking

Findings

- As is the case in most downtowns, availability of parking in Rangeley's villages may be more of
 a perceived problem in terms of capacity, given a lack of directional signage and periodic largescale gathering events that exceed parking capacity near the center of the villages.
- The Town has zoning ordinances in place that regulate provision of off-street parking for both residential and commercial development within the downtown that appear to be adequate for new development going forward.
- These ordinances do not affect most of the current downtown establishments that have been
 in place since before the ordinances were enacted. While most of these businesses cannot
 meet parking levels as determined by state, regional and national level planning standards, the
 parking in the villages seems to be adequate to meeting the majority of the community's day
 to day needs.
- One of the most common concerns noted by the general public was the lack of parking immediately adjacent to several Main Street businesses. This was not noted specifically as a concern of the business owners and employees that were interviewed.
- On-street parking exists, however off-street parking is provided primarily at town-owned and/or leased properties in both villages for general public use, and at private parking lots intended for but not strictly limited to visitors of many of the associated businesses. The townowned and/or leased parking facilities are within walking distance of most of the village areas with the exception of the south easterly side of the Rangeley Village towards Dallas Hill Road.
- There are a few key issues with the public parking facilities that Rangeley may want to consider for improvement as noted in the recommendations section below.
- Parking is perceived to be a problem, mostly in terms of proximity to Main Street and the center of Oquossoc Village. These distances can also create safety concerns (visibility).
- While still likely a decade or further out, autonomous driving, increased delivery of goods and services directly to residents and businesses and increasing population trends in desiring places that are walkable to live, work and play may all factor into a future decrease in demand for parking in Rangeley on a daily basis.
- The desire to create more seasonal, large public gathering events on a year-round basis may continue to tax the capacity of parking facilities on a temporary basis.

 Gravel parking lots are inefficient in parking capacity use versus paved parking lots with clearly marked parking spaces and access aisles.

(See Transportation/ Parking Map)

- Improve directional wayfinding signage to parking areas within walking distance of the villages.
- Improve Main Street streetscape infrastructure, sidewalks, lighting, landscaping, to create a greater sense of security and aesthetic interest for pedestrian traffic traveling to and from off-street parking facilities and the surrounding village areas.
- Consider revisions to the Town's ordinances regarding parking reduced parking requirements
 for mixed use development where upper story residents parking needs and lower story
 commercial / business peak demand needs are typically not in conflict.
- Consider a parking study master plan as a long-term strategy for downtown revitalization after initial phased plan improvements are made, which may, along with changes in the economy and social trends, result in different parking demands then what exists currently.
- Consider acquiring permanent rights / ownership of current town-leased gravel parking lots and pave them lots to improve demarcation of parking spaces and potential increase in capacity of parking within these lots.
- The Town could also consider opportunities to acquire new properties for paved parking lots.
- Consider on-street parking opportunities in Oquossoc Village which can also serve as a means for traffic calming.
- Consider replacement of on-street parking in Rangeley Village with off-street parking where
 feasible to allow for greater streetscape improvement space. This should be considered in a
 coordinated effort with potential opportunities to increase town-owned off-street parking lots
 at other strategic locations throughout the villages (i.e. vacant lots or at a location closer to
 the IGA.) and the Town should dedicate capital reserves for proactive purchase of such
 potential properties as they become available.
- Coordinate with businesses regarding employee policies / require that employees have designated parking space beyond the "prime" spaces which are most visible and convenient for visitors to the downtown.
- Consider requiring parking to be sited behind buildings on Main Street, Stratton Rd, Rumford Rd and Carry Rd for new development ordinance standards.

13 Recreation

Findings

- Recreational opportunities in the Rangeley and Oquossoc Villages are primarily outdoors.
 They are located at the Rangeley Lakes Regional School and waterfront parks in Rangeley Village, and at the public park along Franklin St and Rangeley Ave in Oquossoc.
- There are a host of outdoor regional recreational opportunities that are well known outside of the Rangeley and Oquossoc Villages. (hiking, canoeing, ATV, biking, snowmobile, camping, skiing, hunting, fishing, birding, boating, etc.)
- There has been past recent demonstrated success for using the Town's park on Rangeley Lake for large public gathering events, in addition to a wide variety of local and visitor recreational interests. This park and the town-owned park in Oquossoc have recently undergone significant capital improvements, further demonstrating the interest in supporting these recreational resources as a key component of the village experience, even with a wealth of established regional outdoor recreation opportunities surrounding the community.

- Promote seasonal recreation events hosted at the parks, or that serve as beginning / ending stations for regional events.
- Improve parking, public transit, and bicycle and pedestrian connections to Rangeley and Oquossoc Village parks from other areas of the villages, and from other regional recreation destination points (e.g. A-T Trailhead on Route 4)



Haley Pond Park



Oquossoc Town Park

14 Capital Improvements Program

Findings

• The Finance Department handles all financial aspects of the Town with direction from the Town Manager in a fiscally sound and professional manner. The purpose of the Finance Department is to ensure that the financial aspect of municipal government runs efficiently. The Finance Department collects, manages and invests municipal funds under the direction of the Town Manager, to ensure the continuation of consistent, high quality programs and to provide services to the citizens of the Town of Rangeley. The Finance Department consists of the Treasurer/Tax Collector, acting as the Finance Director and Front office Administrator and the Finance Assistant.

http://townofrangeley.com/163/Finance

- Develop a Downtown TIF to provide dedicated funding for local financial support of many of the Downtown Revitalization Plan improvement goals. These funds often serve as a good source of matching funds in combination with other state and federal funding sources to assist the Town with some of the high capital improvement costs like expansion of utilities, site development and streetscape and roadway improvements.
- Examine these capital plans on an annual basis and have the Town Selectmen prioritize both short-term (1-3 years) and long term (5-10 years) goals for capital improvement expenditures.
- In addition to funding for implementation of the revitalization projects, dedicated funding for maintenance and operations also needs to be addressed on an ongoing annual basis.
- Look at municipal bond opportunities to be issued by the Town.
- Look for opportunities to leverage local matching funds with private investment funds as well as state and federal grant programs.

15 Action Plan/Funding Opportunities

Prioritized Action Plan

The following is a compilation of prioritized improvement initiatives based on findings and recommendations from each of the sections of this Downtown Revitalization Plan. They are organized in terms of near term and long-term phasing recommendations and the priorities for each specific item should be examined by the community on an annual basis, given changing economic factors, cultural and social values, and availability of local, state and federal funding for capital projects specifically. Some of these prioritized action items will be supported primarily but volunteer efforts and/or institution changes (e.g. continuation of the downtown revitalization committee, zoning ordinance amendments) at little to no costs. Other items will require significant capital expenses for implementation, operations and maintenance and should be discussed further in terms of development technical design, permitting and construction cost estimates to guide prioritization of some of the action items (gateway signage, streetscape improvements, relocation of overhead utilities, etc.) which are often implemented in a phased approach. These preliminary project due diligence efforts will also serve the community in terms of identifying available funding sources (TIF, Capital Reserves, State and Federal Grants, etc.) in support of the applicable action items.

IMMEDIATE (1 YEAR)

- After adoption of the Downtown Revitalization Plan, appoint a Downtown Committee to begin
 the initial implementation of this plan. This group should work to set a clear work plan for
 moving the implementation of the plan action items forward. The Committee should meet to
 decide on implementation, and not continue to discuss planning ideas, as this project and
 several past recent projects have documented a wealth of public support for the visions of the
 Rangeley and Oquossoc villages.
- The top priority action item recommended for the Downtown Committee to tackle is to identify a local entity (Downtown Champion). This person / organization should be primarily responsible for organizing the implementation of the plan and engaging the wide variety of organizations in Rangeley that either currently or recently have worked concurrently with each other on similar efforts. (i.e. the Economic Opportunity Committee, the Rangeley Health and Wellness Partnership and the Rangeley Lakes Heritage Trust, etc.) Many of Maine's communities have successfully done this through the establishment of a Community

Development Director staff position or supporting a third-party staff / organization like the Main Street Program:

http://mdf.org/mdc_overview.php

After this position is developed, coordination of the variety of ideas and interests within the community supporting downtown revitalization is vital to successful implementation of the plan. The Bethel Area Nonprofit Collaborative is perhaps one of the best examples of this type of coordination for Rangeley to consider learning from.

http://bethelmainenonprofits.org/

- Develop a Downtown Tax Increment Financing District (TIF). The projects for funding from the TIF should be an outgrowth of the Downtown Revitalization Plan. Many communities often request assistance from consultants to develop the TIF in compliance with State regulations for approval.
- Create a village wayfinding signage master plan for both Rangeley and Oquossoc villages. This effort typically takes up to a year with assistance from a qualified consultant. Since MaineDOT oversees some of the primary roads in these villages, the master plans will need to be coordinated with them for approval. After the master plans are completed, the Town should anticipate about one year for design, permitting and securing funding for the project and then about a three to six-month period for sign fabrication and installation.
- Establish a regular business visitation program in which village businesses are visited and interviewed periodically for feedback to better understand local business near-term initiatives / concerns, and then to consider updates / adjustments to the Downtown Revitalization Plan to assist in their development / on-going operational needs.
- Identify community assets to improve local control, reduce dependency on state and federal support programs that may not always be available, and improve community engagement. The following is resource provides additional information on this process:
 - https://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/identify-community-assets/main
- Identify initial infrastructure action items in need of capital investment and estimate project implementation costs. For example, rehabilitation and paving of the Depot Street gravel parking lot. This effort should be continued throughout all near, mid and long-term implementation phases on a yearly basis. Priorities for these investments should be weighed in terms of public input desires, availability of funding, and flexibility of opportunities, potentially in partnership with initiatives performed by others (i.e. MaineDOT road upgrades with bicycle and pedestrian improvement action items). Once the projects are identified and

costs are estimated, funding strategies should be completed, which may include many of those listed in this report, and perhaps other new or modified funding programs. Identification of local resources (capital and in-kind services), along with other secured funding sources to leverage for additional funding dollars should be carefully thought out. These projects are also often implemented in a phased approach when project scope and/or costs may be large enough that the community doesn't have capacity to complete a particular project at one time. Relocation of aerial utilities underground would be a likely example of this situation.

- Reach out to realtors to discuss alternate ways to advertise properties for sale. This issue is of
 concern regarding the possible negative perception of the community to visitors and residents
 alike, particularly as you enter Rangeley Village from the south along Route 4. Options could
 consider supporting online outreach / advertising by a Downtown coordinator position, and
 possible consolidation of signs at a central kiosk location or smaller signs at each property for
 sale.
- Develop a database of available commercial / retail space. This database should be maintained
 by the Town on an annual basis. It should be share and discussed with other commercial /
 economic development interest groups to promote this economic asset in Rangeley and for
 consideration of targeting recruiting of specific businesses / organizations when space is
 readily available.

NEAR-TERM (1-3 YEARS)

- Continue to collaborate with regional partners (AVCOG, neighboring towns, Franklin County Broadband Initiative, etc. and look for new opportunities to improve broadband and cell phone services as technologies continue to advance.
- Update Comprehensive Plan and make sure that document is consistent with the goals of the Downtown Revitalization Plan.
- Update town ordinances to be supportive of the Comprehensive Plan.
- Consider new town ordinances that promote the Downtown Revitalization Plan such as Form Based Codes and Complete Streets Policies. Many examples of these ordinances are readily available online for review. After familiarizing with these new planning tools, we recommend that the Town contact other Maine communities that have adopted them to understand effectiveness and challenges experienced by others. Some examples include:

MaineDOT's Complete Streets Policy

https://www.maine.gov/mdot/completestreets/

Town of Standish's Form Based Code

https://www.standish.org/planning-department/pages/zoning-information

- One of the key areas of interest from the public was the idea of supporting more frequent and recurring large public gathering events / festivities. These could be music concretes, art festivals, bicycle tours, etc. The Downtown Committee should lead the efforts to expand these events at least once a season at a minimum, and up to monthly occurrences for large festivals, and weekly during a particular season for some events such as farmer's markets and outdoor concerts. The Committee should identify infrastructure needs to host these events. (public restrooms, lodging, parking, shuttle services, etc.) These events should be heavily promoted through all media channels, including promotion of supporting organizations and services such as lodging and dining services for example. The Downtown Committee should also take the opportunity to solicit public input at these events, not only in terms of what participants thought of the events and ways to improve them, but also in terms of what other activities, resources and services they would like to see in the villages in general.
- Visual survey of downtown properties to identify those that might be neglected / vacant and negatively impacting the image of the villages. This should be performed two to three times a year on an on-going basis. After each survey, owners of identified properties in need of improvement should be contacted to identify their needs and concerns regarding up keep of their properties. If storefronts in particular are anticipated to be vacant for a period of 6 months or greater, discuss with those owners if they would be willing to maintain window displays or allow others in the community to assist with window display maintenance. This might be done by local artists, local students, gardening clubs, etc. that can contribute to the visual character and sense of community pride on full display in the hearts of the villages.
- Continued identification of capital improvement projects and development of funding strategies for action item implementation on an ongoing annual basis. Wayfinding signage, building facades, streetscape improvements and pedestrian / bicycle safety infrastructure are recommended as initial priority projects to strengthen the sense of community pride and provide an attractive downtown aesthetic for interests of visitors, young families and professionals looking to reside in Rangeley.

MID-TERM (3-5 YEARS)

- Focus on branding initiative(s) that promote the villages as starting points for regional outdoor recreation opportunities, and work with partnering organizations facilitating regional outdoor recreation experiences to promote the villages in-kind.
- Continued development of preliminary design plans and construction cost estimates, and apply for State and Federal funds for implementation of other downtown revitalizations action items such as improving broadband service, expanded parks and recreational opportunities within the villages, expansion of bicycle and pedestrian infrastructure, streetscape improvements, and wayfinding signage for the villages specifically that are some of the more substantial priority projects involving more time and capital investment after the near-term phase "lower hanging fruit" initiatives are completed. These improvements are recommended as continuing phased improvements often on an annual basis or every two to three years for up to a decade.
- Develop a database of available housing units. This database should be maintained by the
 Town on an annual basis. It should be share and discussed with other commercial (realtors /
 event promoters, etc.) and housing development interest groups to promote this downtown
 asset in Rangeley and for consideration of housing stock expansion in support of employee
 recruitment and workforce housing.

LONG-TERM (5 -10 YEARS)

- Initiate a parking study based on economic and social changes, and results of initial phase improvement programs. A parking master plan should be developed that parking needs should be re-examined in terms of current demand at that time and looking out another 10 15 years due to potential changes associated with technological (autonomous driving) and social (increased support for public transit and living where you work / aging in place.
- Maintain a downtown staff person / organization to promote the prioritized plan improvements and coordinate updates to the plan every 5 years at a minimum. This update maintains the Town's eligibility for federal funding programs such as community development block grants.
- Review and update the Town's Comprehensive Plan every 10 years at a minimum.
- Continued identification of capital improvement projects and development of funding strategies for action item implementation on an ongoing annual basis. Building facades, streetscape improvements, bicycle and pedestrian improvements and parking are

recommended as continuing phased improvements often on an annual basis or every two to three years for up to a decade.

- Accrue significant capital investment to relocate overhead utilities off Main Street / Carry Road, or underground and discussion options with utility providers to complete this effort in a single-phase project or if there are technical or economic reasons to implement it over a longer time period (5-10 years).
- Continue to fund, operation and maintain public water and sewer utilities the general extent of their existing capacities in the villages.

FUNDING

Most of the funding programs traditionally used as a significant portion of downtown revitalization capital support originate from federal sources and are administered by various state agencies. In recent years, these funding programs have been subject to similar fluctuation and budget constraints as has been seen at the state and local levels in Maine. As noted in other sections of this plan, the Town should develop a working understanding of the value of a variety of assets—within your community beyond traditional capital reserve accounts to identify opportunities to either leverage state and federal funding programs with local matching resources, or to consider more consistent and often more sustainable revitalization initiatives based on a steady stream of capital support, while still being in a position to be opportunistic when specific state and federal project funding resources are available.

The information provided here on various programs is the most current available, but program details such as availability, deadlines, and requirements may change, and communities should contact the appropriate agencies to ensure they have the best information about a funding program. Development of the Downtown Revitalization Plan and a well-defined local capital improvement program are critical steps to position the community to apply for these increasingly competitive funding sources and to be well positioned for less traditional and/or less frequent funding opportunities such as state bonds and private philanthropic groups.

CDBG PROGRAMS

The CDBG program is a federally-funded program administered by the Department of Economic and Community Development (DECD). The purpose of the program is to provide grants to local communities to support economic and community development that primarily benefits low and moderate income persons. Federal funding to underwrite the program is provided through the U.S.

Department of Housing and Urban Development (HUD). The CDBG program consists of several grant programs for economic and community development. Applications and funds are available annually from the DECD.

To be eligible for additional CDBG funds, a community must have completed a comprehensive downtown strategic plan or update to an existing plan within in the past five years. Also to be eligible for CDBG funding, projects and activities must meet one of two national program objectives. The project must achieve one of the following:

- Benefit at least 51% low-moderate persons in an area, or
- Eliminate slum and blight

For more information: http://www.meocd.org

Two of the most commonly used grants for downtown revitalization are highlighted below. The Town may wish to explore the other CDBG programs for applicability such as: Public Facilities; Business Assistance, Micro-Enterprise Assistance and Housing Assistance. These programs are updated on an annual basis and some adjustments in program availability and funding within each program should be expected.

Downtown Revitalization Grant

The Downtown Revitalization Grant (DR) Program provides funds to communities to implement comprehensive, integrated, and innovative solutions to the problems facing their downtown districts. These community revitalization projects must be part of a strategy that targets downtown service and business districts and will lead to future public and private investment. Qualified applicant communities must have a downtown district meeting the definition. Communities applying for funds must provide a direct cash match of at least 25% of the total CDBG grant award. This match may consist of non-CDBG loans, grants, endowments, etc. contributed to the project. The proposed DR activities must be in a downtown plan (completed or updated within 5 years of the application) as recommended actions necessary for downtown revitalization. Applicants will receive three bonus points if they have been designated as a Main Street Maine Community by the Maine Downtown Center or one bonus point if they have been designated as a Maine Downtown Network Community.

Eligible projects include:

Construction, acquisition, reconstruction, installation, rehabilitation, site clearance, historic
preservation, and relocation assistance associated with parking, streets, curbs, gutters,
sidewalks, recreational facilities, parks, removal of architectural barriers, or neighborhood
revitalization.

- Site amenities (benches, lighting, trash receptacles), landscaping and pedestrian improvements.
- Eligible activities include all those eligible under the Public Facilities, Public Infrastructure,
 Housing Assistance or Community Enterprise programs as relevant to the revitalization of a downtown district.

Letters of Intent are typically due in January, and applications typically due in March.

Public Infrastructure Grant

The Public Infrastructure Grant (PI) Program provides gap funding for local infrastructure activities, which are part of a community development strategy leading to future public and private investments. Eligible activities in the PI Program are construction, acquisition, reconstruction, installation, relocation assistance associated with public infrastructure. A cash match of at least 25% of the total grant award is required. This match may consist of non-CDBG loans, grants, endowments, etc contributed to the project. Regional Service Centers and Contiguous Census Designated Places and Compact Urban Areas Designated as Regional Service Centers and activities supporting the revitalization of downtown areas will be given priority.

Eligible projects include:

- Water system installation/improvements, sewer system installation/ improvements, water/sewer system hookups, storm drainage, utility infrastructure (road or street reconstruction is not eligible)
- Streets and roads, parking, curbs, gutters and pedestrian safety improvements in association with roadway and storm drainage infrastructure improvements.

Letters of Intent are typically due in between December and February, and applications are typically due in between February and April. Grant awards are typically between May and July.

TIF PROGRAM

Tax Increment Financing (TIF) is a state and local financing mechanism in which economic development and downtown improvements are funded through the dedication of increased local property tax revenues resulting from private investment within a designated district. TIFs are further supported by sheltering new property valuation within the district from a community's state valuation so that the community avoids losses in state aid to education and state municipal revenues sharing as well as increases in its county tax. Revenues captured within a designated TIF district can be used to fund both local costs for public infrastructure/improvements and economic development efforts, as

well as private costs for building construction and improvements or site related costs. In addition, such tax moneys can be captured from one location and applied to another location (such as captured from a commercial strip and applied to a downtown). Special considerations and uses are available for TIF's when used in a designated downtown as part of a downtown development plan.

For more information:

http://www.maine.gov/decd/mainebiz/business assistance/tax reimbursement/tax increment fin ancing.shtml

MAINE DOT PROGRAMS

There are a number of ways that communities in Maine gain funding for road, pedestrian, and bicycle improvements through the Maine Department of Transportation (MaineDOT). The most prominent pedestrian/bicycle funding, is the Quality Communities Program, described below.

Quality Communities Program

MaineDOT has established a Quality Community Program, which encompasses both Transportation Enhancements and Safe Routes to School programs.

This competitive program is intended to improve community transportation related facilities through bicycle and pedestrian improvements, safety improvements, environmental improvements, scenic, historic, and other quality community improvements. The program is intended to support new pedestrian and bicycle facilities, with an emphasis on the transportation value the proposed project has for the community.

Recent changes to the program require separate applications for design and construction phases. Projects now must have their design phase complete and approved by MaineDOT before applying for construction funds. Rangeley is familiar with this program and should continue to contact the MaineDOT Bicycle, Pedestrian, and Quality Community Program Manager for questions or to coordinate a potential application.

For more information:

http://www.maine.gov/mdot/pga/qcp

OTHER FUNDING PROGRAMS & STRATEGIES

Leveraging Private Funds

In many communities, partnerships with private entities such as landowners/developers, banks, non-profits or other institutions can result in important funding or implementation opportunities. Communities should be strategic in identifying specific ways in which such entities could participate in revitalizing the downtown. This may include initiatives like creating a 501 3C non-profit organization that can apply for philanthropic endowment grants or growing social media outlets like crowdfunding.

Maine Arts Commission

The MAC has several competitive grant programs to help promote arts & culture, several of which have been successfully used in downtowns across the state.

http://mainearts.maine.gov/grants.aspx

Efficiency Maine / Maine Development Foundations Maine Downtown Center "Green Downtowns" Program

If there is a strong interest in promoting green and energy efficiency initiatives in the downtown, contact programs such as these to find out if they offer any appropriate opportunities.

Efficiency Maine has a number of Business Programs, Energy Audit programs, and tools and resources for Renewable Energy and improving energy efficiency.

http://www.efficiencymaine.com/at-work/tools-resources

The MDF Maine Downtown Center Green Downtowns program is geared towards supporting sustainable green initiatives for Maine's downtowns. Although their emphasis is on member communities, the Town can contact MDF to see if aspects of the program might apply to Rangeley.

http://www.mdf.org/mdc green downtowns.php

Project Canopy Grant

Project Canopy funds could be used for street tree plantings in the downtown or at the Town's parks and public facilities. Funding and administration is through the Maine Forest Service and Growsmart Maine; the funding limit is usually \$8,000. This program has typically required attendance at a training workshop.

http://www.maine.gov/doc/mfs/projectcanopy/pages/resource.htm

Historic Tax Credit Programs

Maine has several tax credit programs which can aid in revitalization efforts such as historic preservation and housing. These programs are complex, but for the right project, may serve as an important financial component. Tax Credit projects are typically a private effort with support from a municipality (public-private partnership).

http://www.maine.gov/mhpc/tax incentives/index.html

Low Income Housing Tax Credit:

The federal Low Income Housing Tax Credit (LIHTC) provides subsidy in the form of a federal tax credit to developers of affordable rental housing. Developers using funding must reserve a portion of the rental units for lower income renters. This can include Senior Housing.

http://www.mainehousing.org/HOUSINGDEVProgramsDetail.aspx?ProgramID=51

New Market Tax Credits:

The Maine New Markets Capital Investment Program provides refundable state tax credits of up to 39% to investors in qualified community development entities (CDEs) that reinvest in certain businesses in eligible low-income communities in Maine. The program is modeled after the federal New Markets Tax Credit Program, and is administered by the Finance Authority of Maine, in cooperation with Maine Revenue Services and the Maine Department of Economic and Community Development.

For more information:

http://www.famemaine.com/files/Pages/business/businesses/equity_capital/Maine_New_Markets_Capital_Investment_Program.aspx

State Bonds

Although unpredictable, special state bond programs such as Communities for Maine's Future or the Riverfront Communities are sometimes funded by the legislature. Communities may be able to take advantage of such funding if appropriate to the downtown revitalization effort.

Municipal Bonds

More predictable and often misunderstood and increasingly underutilized are municipal bonds. This source of funding provides a greater level of local control and flexibility in funding projects that may not meet objectives of state and federal grant programs, while allowing local investors to put their financial resources into projects that are of particular value to the community.

Municipal bonds are used by local governments or territories, or other agencies (commonly including financial institutions and if the Town of Rangeley is not familiar with this project, it is recommended that the Maine Municipal Association be contacted for peer assistance: https://memun.org/

One organization particularly focused on municipal bonds for broadband projects that the Town may be interested in contacting is Neighborly: https://neighborly.com/

Coastal Enterprises and Maine Community Foundation Partnership

The Maine Community Foundation has partnered with Wiscasset-based CEI (Coastal Enterprises Inc.) to boost downtown and fisheries-related development in rural Maine.

This partnership results in provision of \$500,000 in new loan funds, which will be available for rehabilitation of downtown buildings and development of fisheries-related enterprises in the state's rural communities.

Northern Border Regional Commission (NBRC)

The NBRC is an important regional coordination mechanism for the Northern Forest states as well as a potentially significant new source of investment for economic and community development in the region. The Center coordinates with NBRC stakeholders across the region, with the Commission members (a federal co-chair and the region's four governors), and with the regional congressional delegation to align the work of the Commission with regional priorities and to secure additional funding for its activities.

http://www.northernforest.org/northern border regional commission nbrc .html

Recreational Trails Program

The program is authorized through the Federal Highway Administration and is administer by the

Maine Department of Agriculture's Bureau of Parks and Lands:

https://www.maine.gov/dacf/parks/grants/recreational trails program.shtml

Land and Water Conservation Funds

The program is authorized through the National Park Service and is administer by the Maine

Department of Agriculture's Bureau of Parks and Lands:

https://www.maine.gov/dacf/parks/grants/land water conservation fund.html

Water & Sewer Utility Funding

Water and sewer infrastructure improvements are most often funded through USDA Rural Development or through the State Revolving Loan Funds administered by the Maine Department of Environmental Protection and the State Drinking Water Program. Both sources of fund offer a grant and loan packages that are often tied to existing user rates and median household income numbers. Rangeley has successfully utilized funding through Rural Development for improving its pump stations in the sewer collection system.

The link for the Rural Utilities program is provided here:

https://www.rd.usda.gov/programs-services/water-waste-disposal-loan-grant-program/me

Information on the Maine Clean Water State Revolving Loan Fund can be found here:

https://www.maine.gov/dep/water/grants/srfparag.html

The drinking water SRF program is linked below:

https://www.maine.gov/dhhs/mecdc/environmental-health/dwp/imt/documents/DWPFundingTableSummary.pdf

Donations / Volunteers

There are often a variety of local grass roots fund raising campaigns that can successfully obtain capital donations and/or volunteer labor to implement a variety of community revitalization initiatives. Opportunities to seek out this support could be sought out a town sponsored public gathering events and public meetings (voting polls, school events, etc.), in terms of donations or sign-up opportunities for future volunteering, through online crowd funding, community meetings.

Maps

DOWNTOWN STUDY AREA

- Overview
- Rangeley Village
- Oquossoc Village

PARCEL LAND USE

- Rangeley Village
- Oquossoc Village

TRANSPORTATION / PARKING

- Rangeley Village
- Oquossoc Village

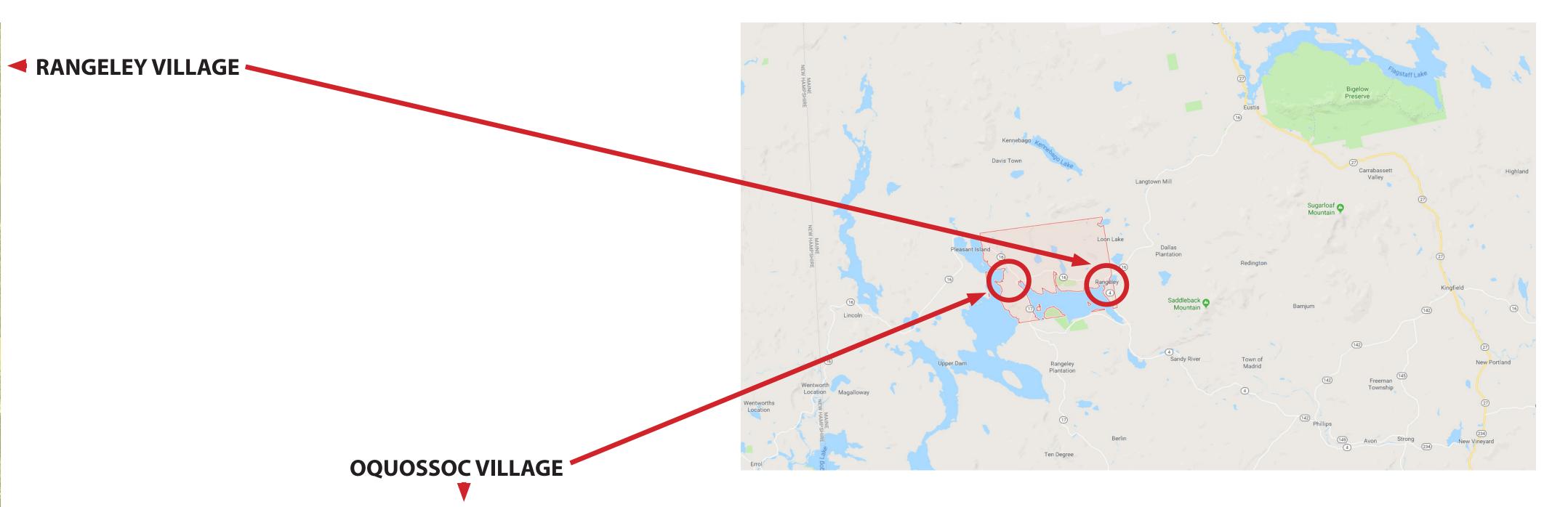
RECREATION

- Rangeley Village
- Oquossoc Village

UTILITITES

- Rangeley Village
- Oquossoc Village

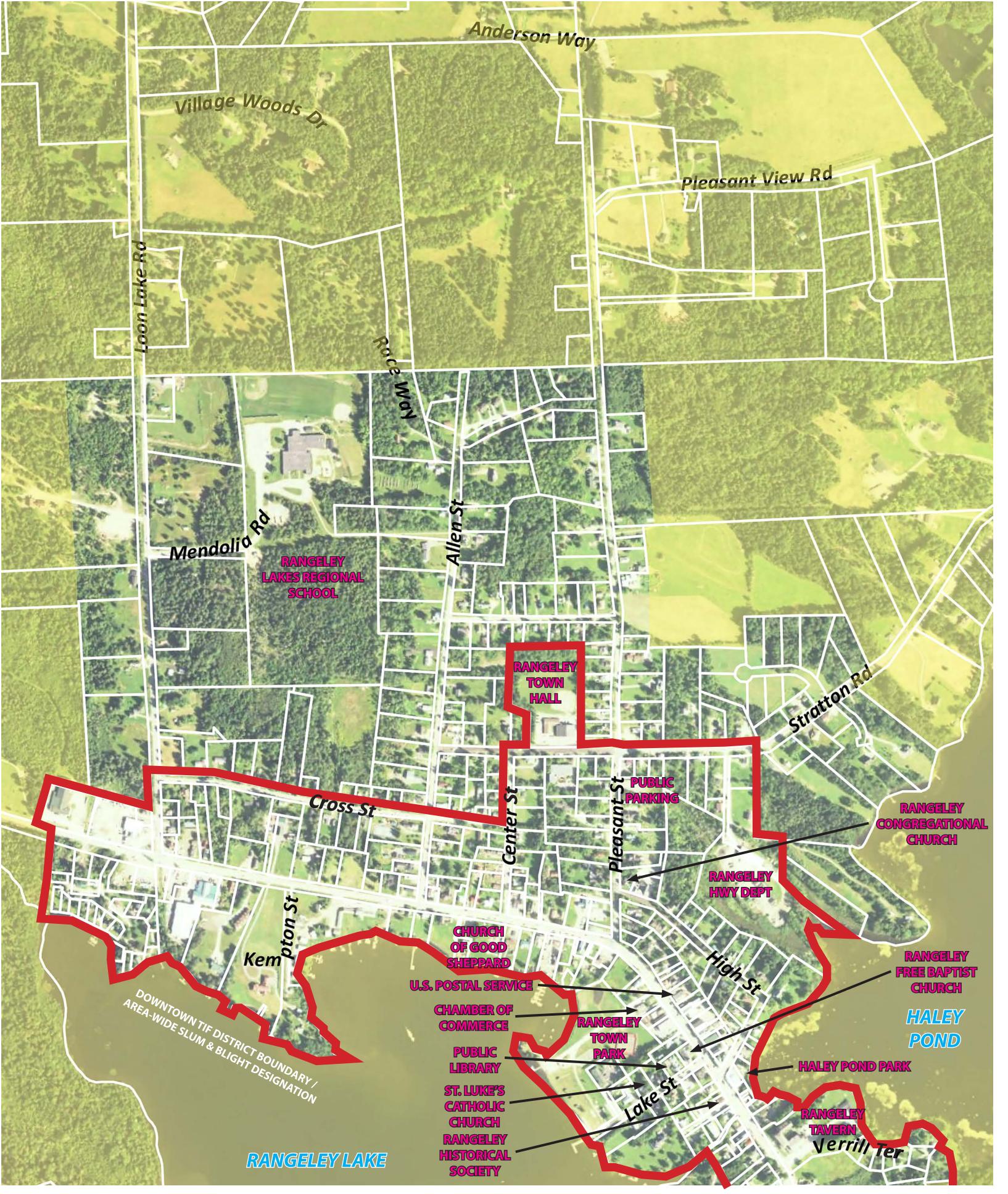








DOWNTOWN STUDY AREA
December, 2018





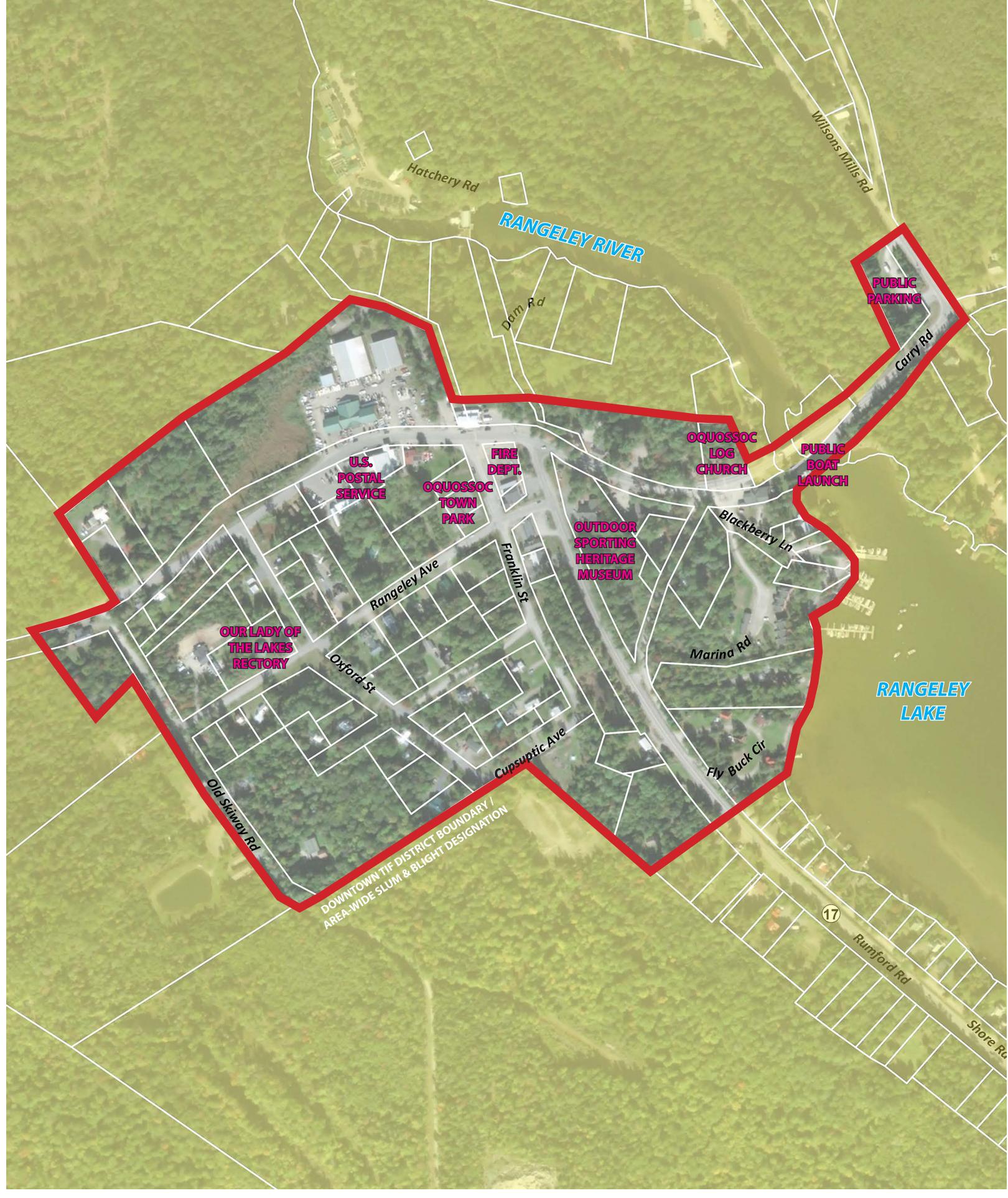


RANGELEY VILLAGE

DOWNTOWN STUDY AREA

December, 2018



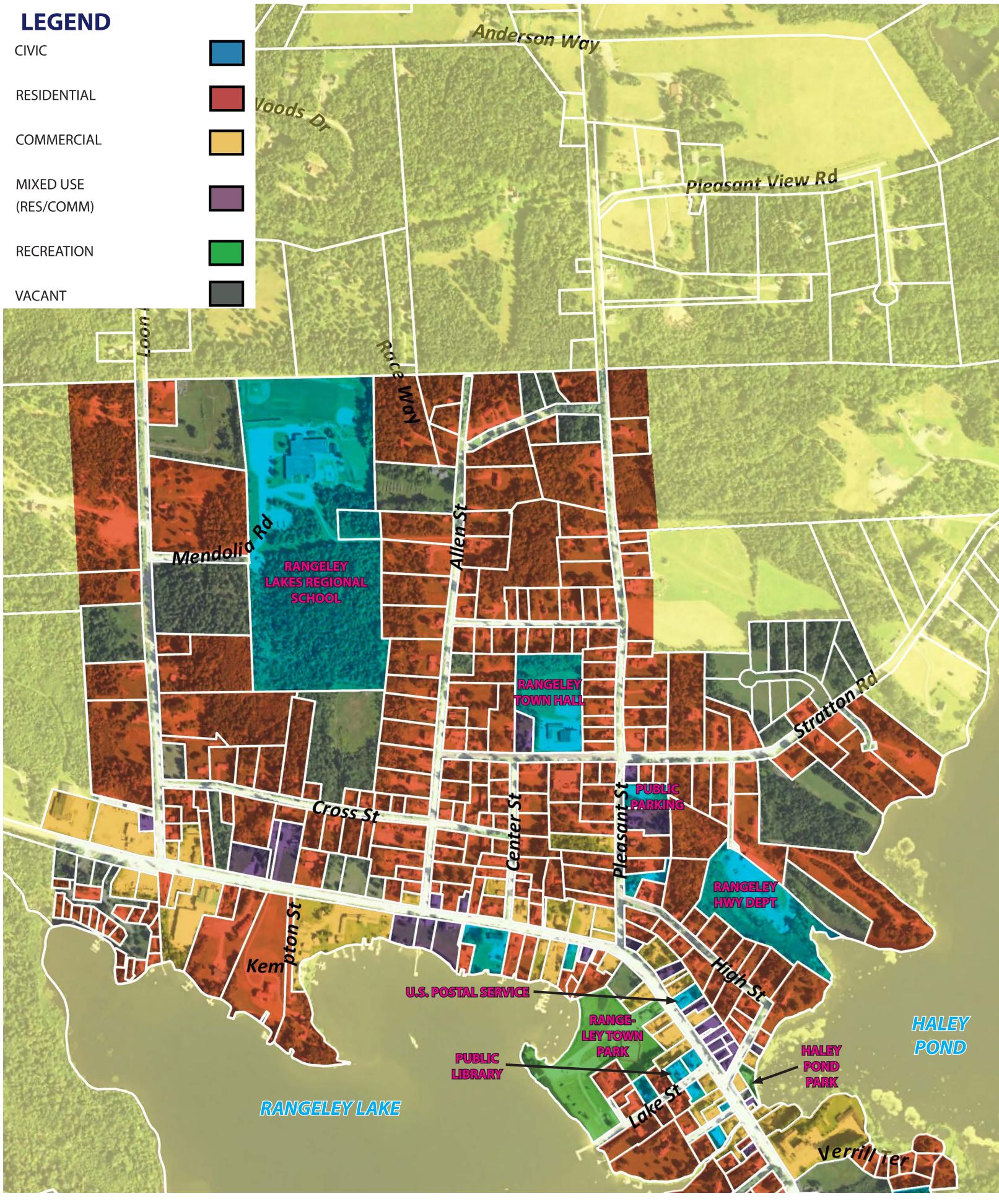


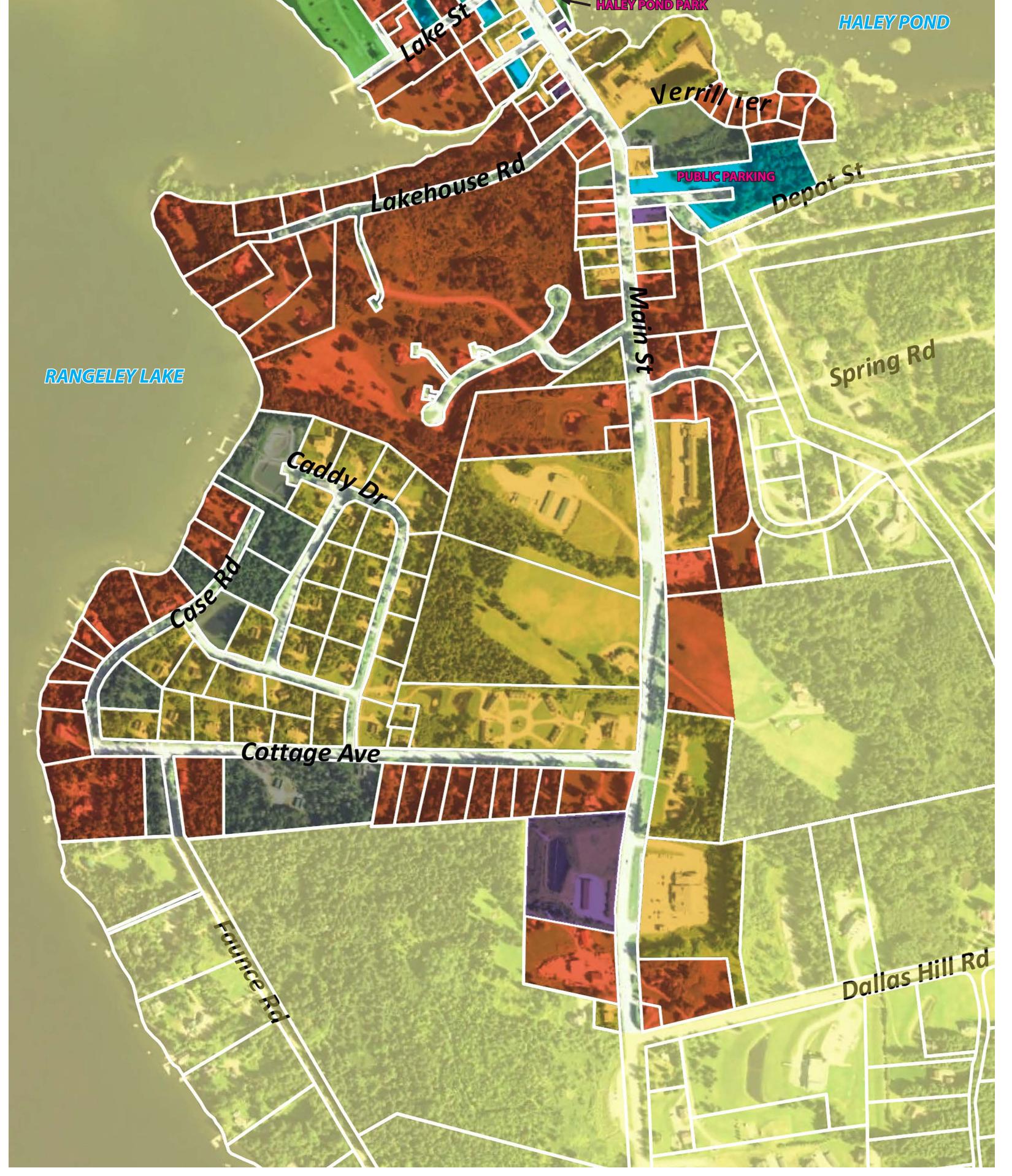


OQUOSSOC VILLAGE

DOWNTOWN STUDY AREA

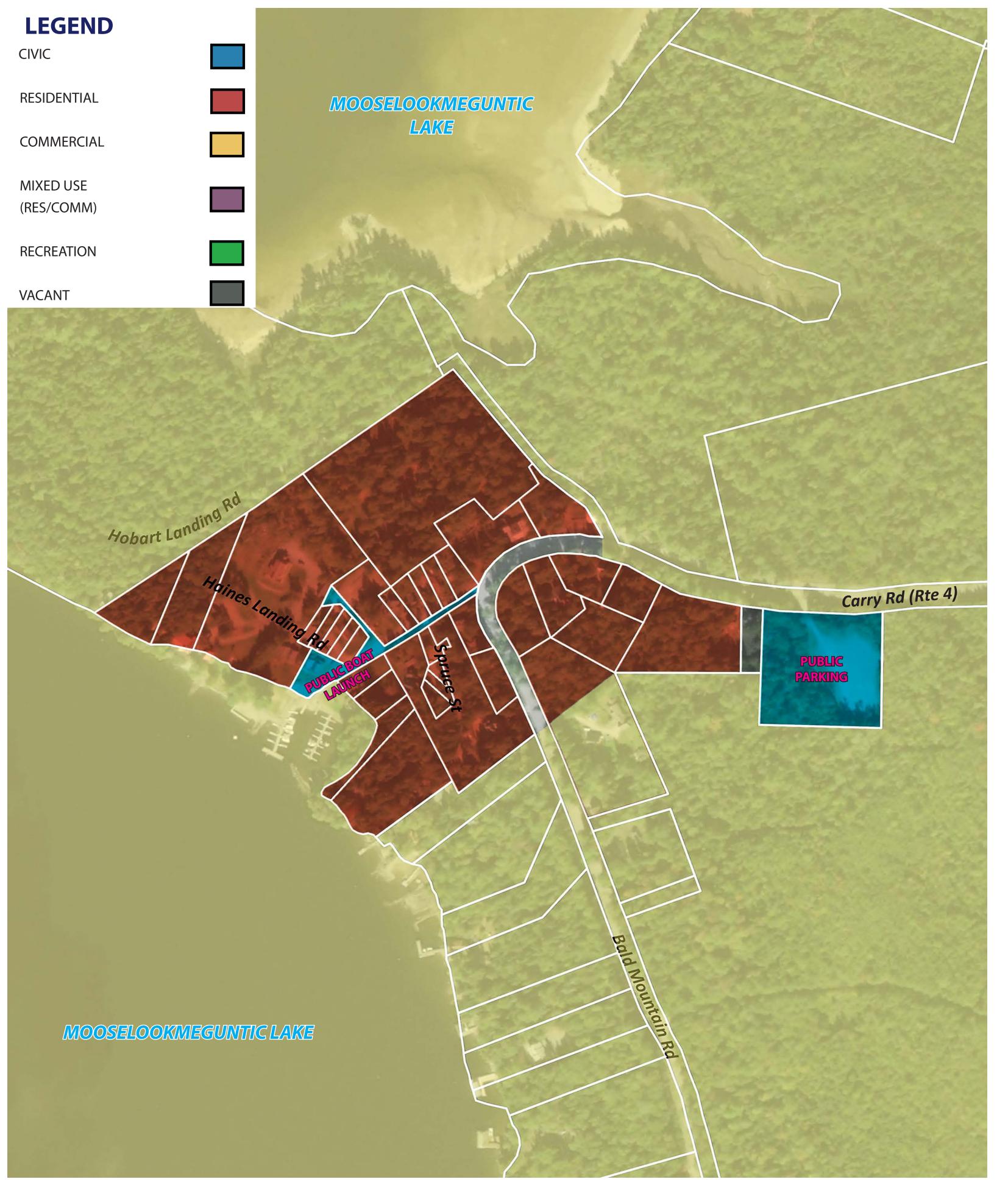
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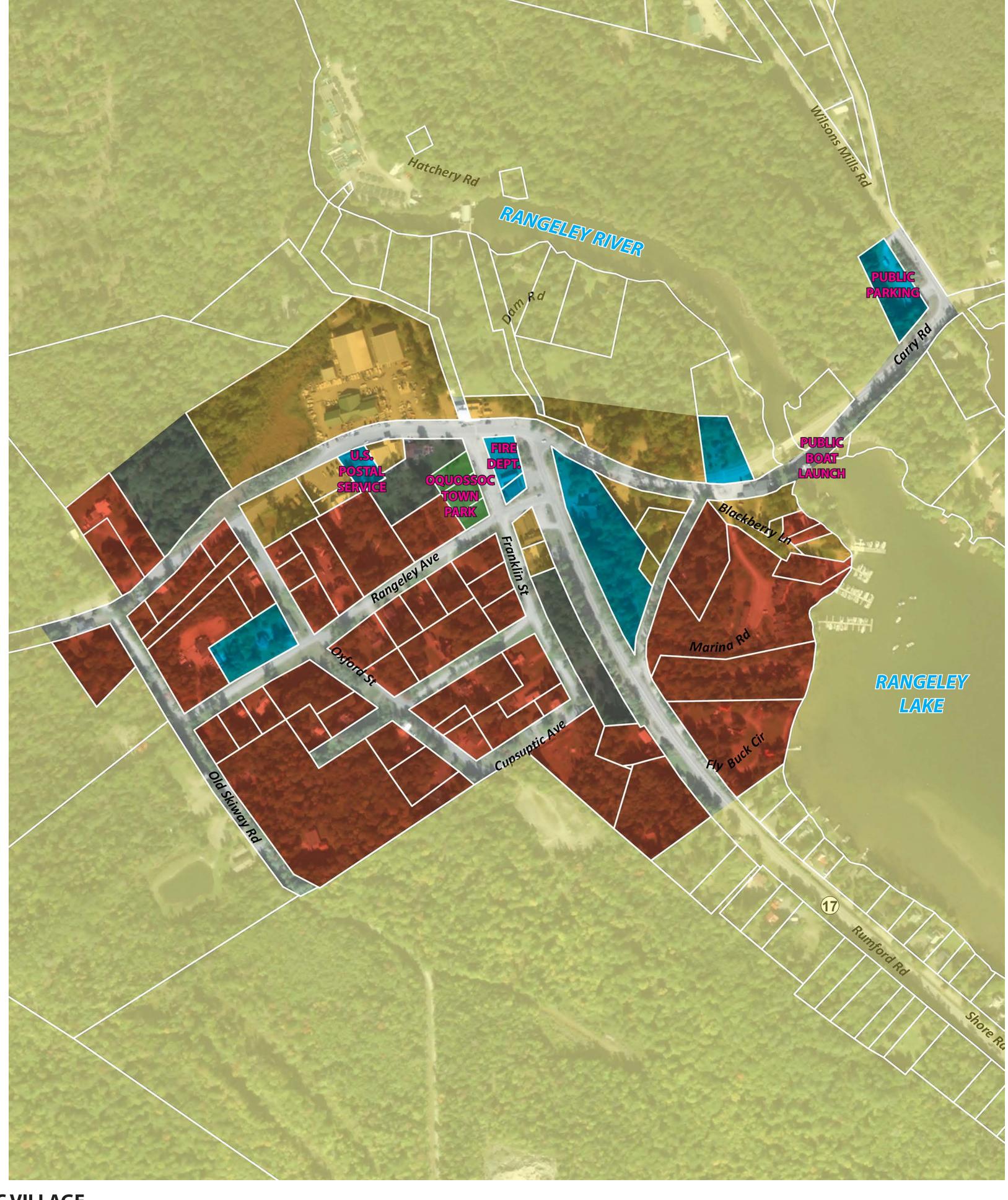






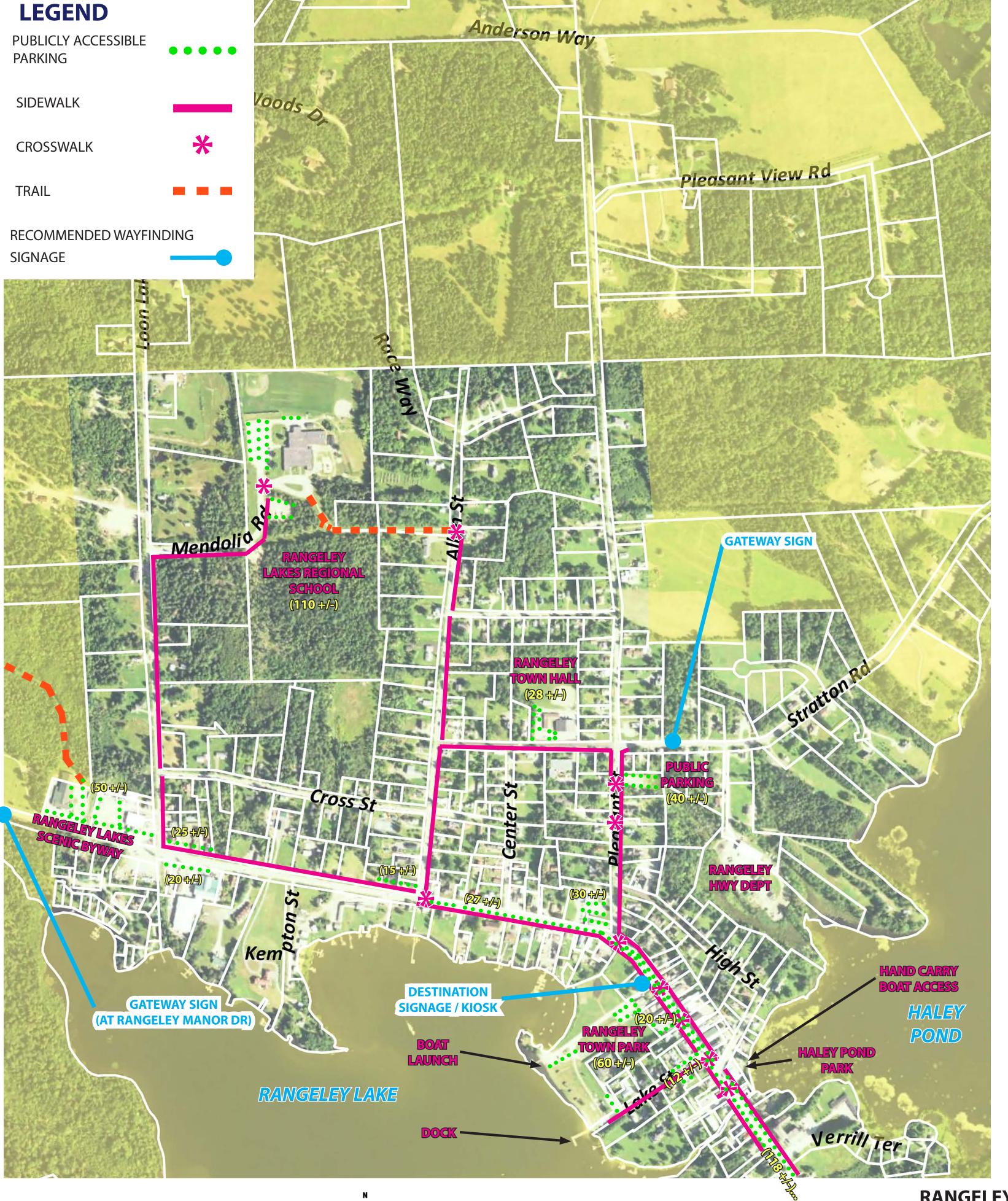
RANGELEY VILLAGE
PARCEL LAND USE
December, 2018







OQUOSSOC VILLAGE
PARCEL LAND USE
December, 2018



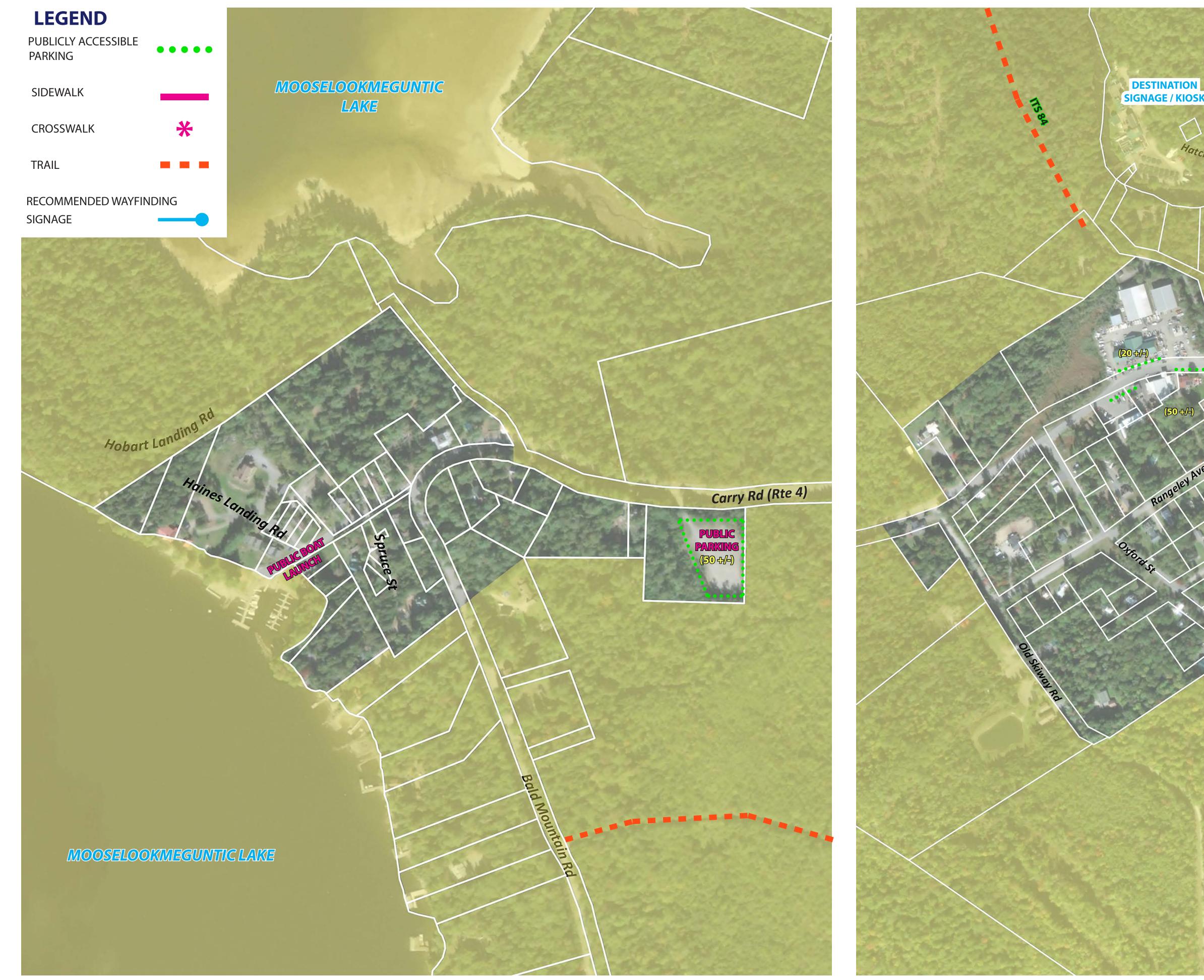




RANGELEY VILLAGE

TRANSPORTATION / PARKING

December, 2018

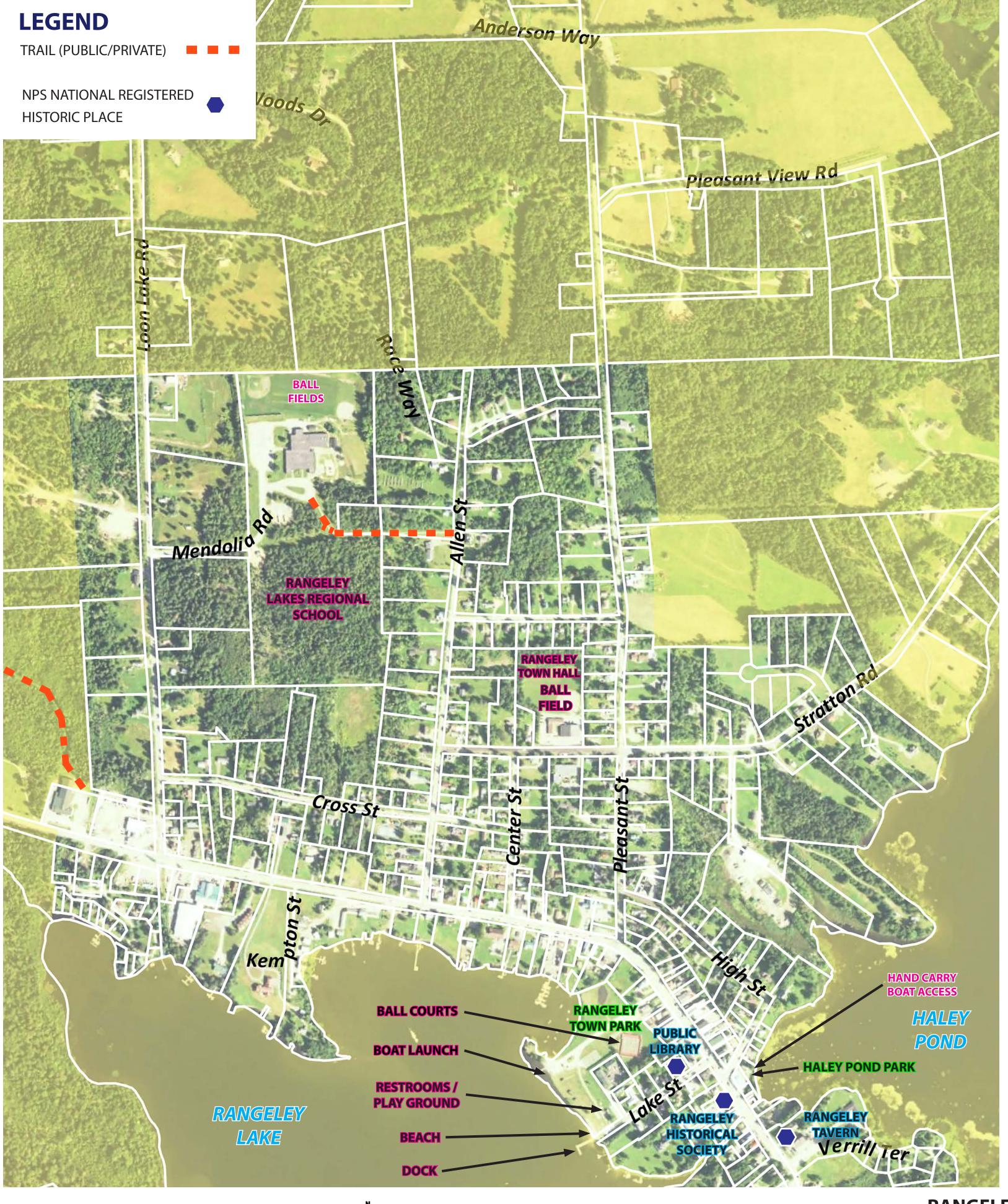




GATEWAY SIGN

GATEWAY SIGN

RANGELEY LAKE

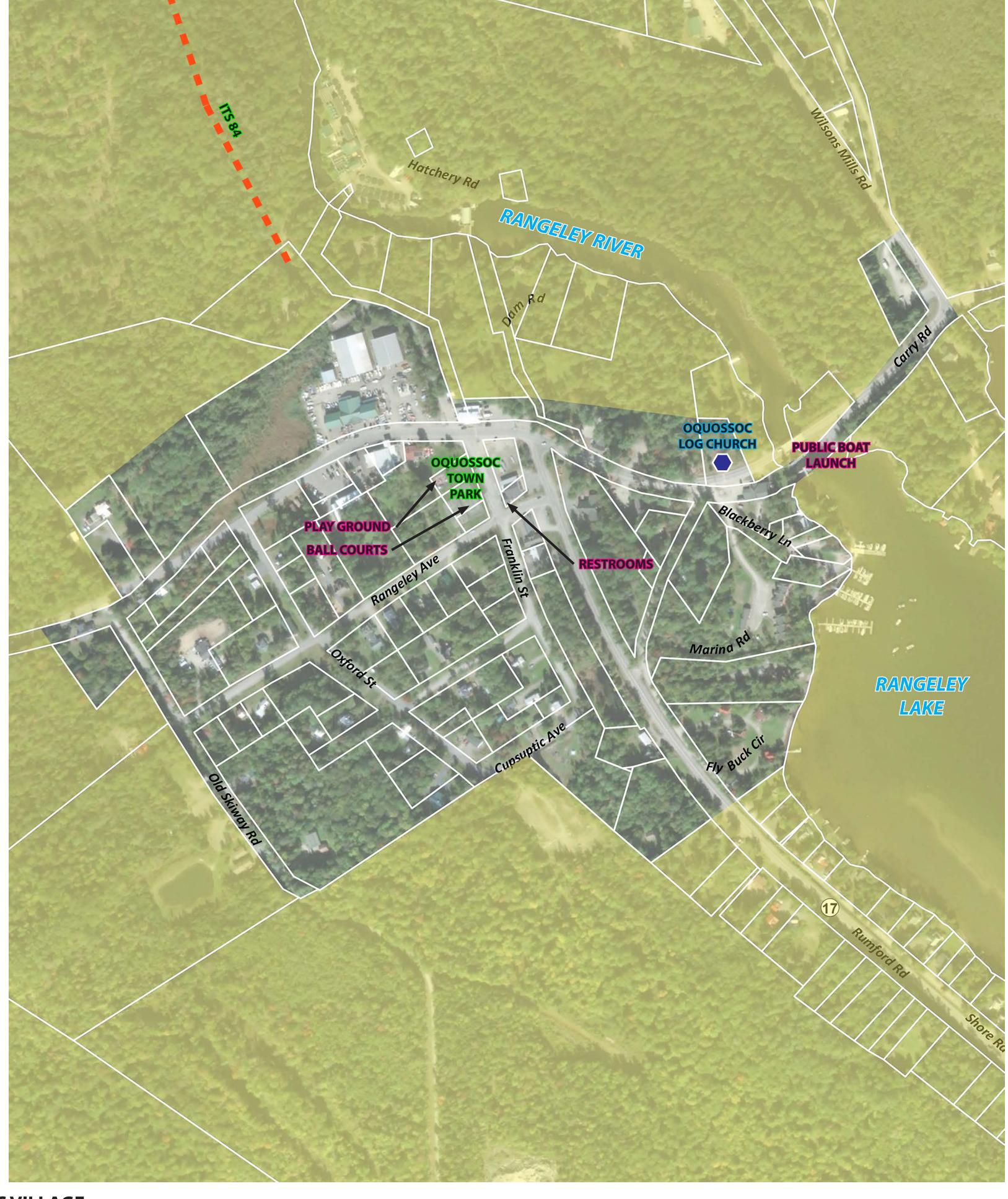






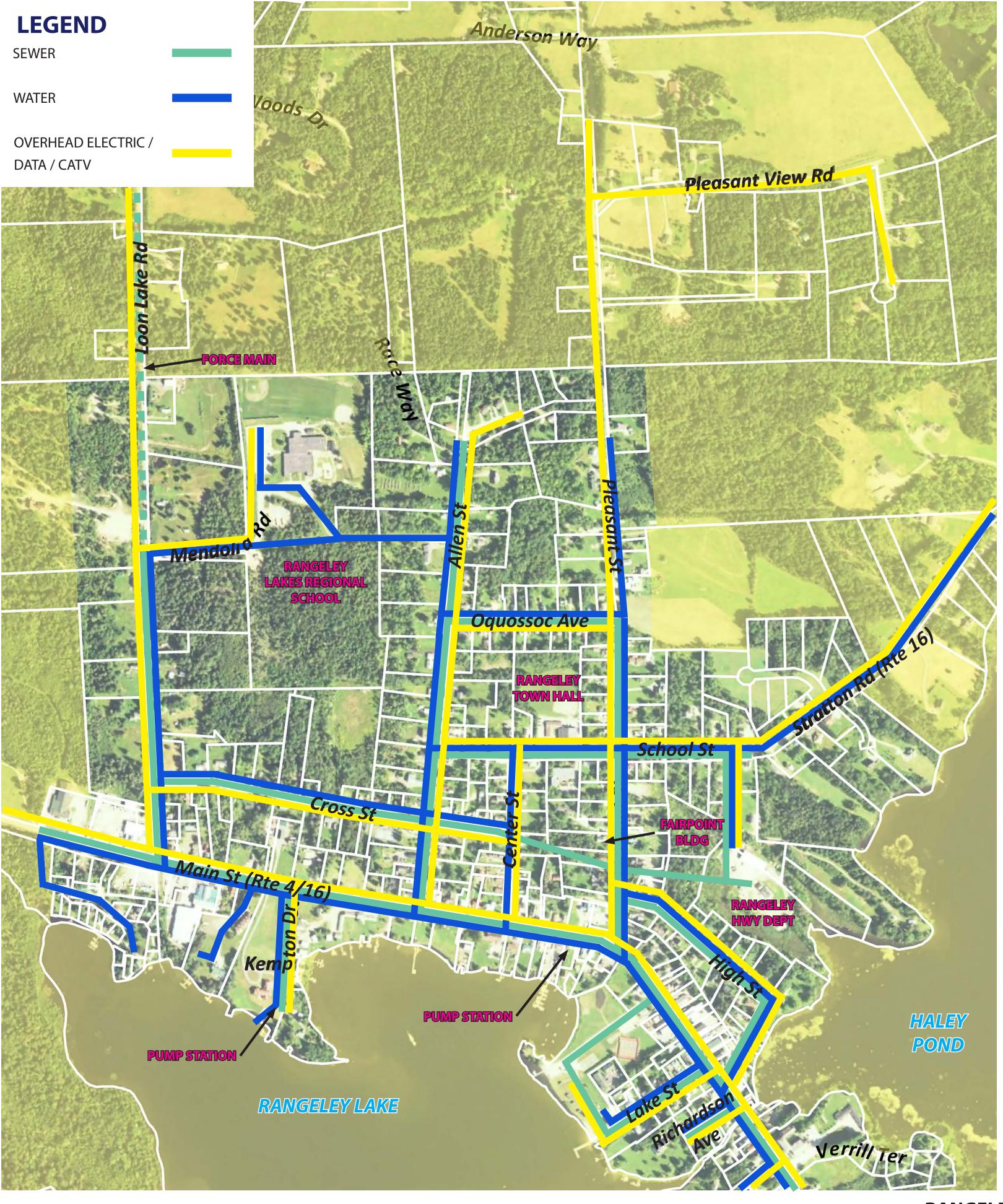
RANGELEY VILLAGE
RECREATION
December, 2018

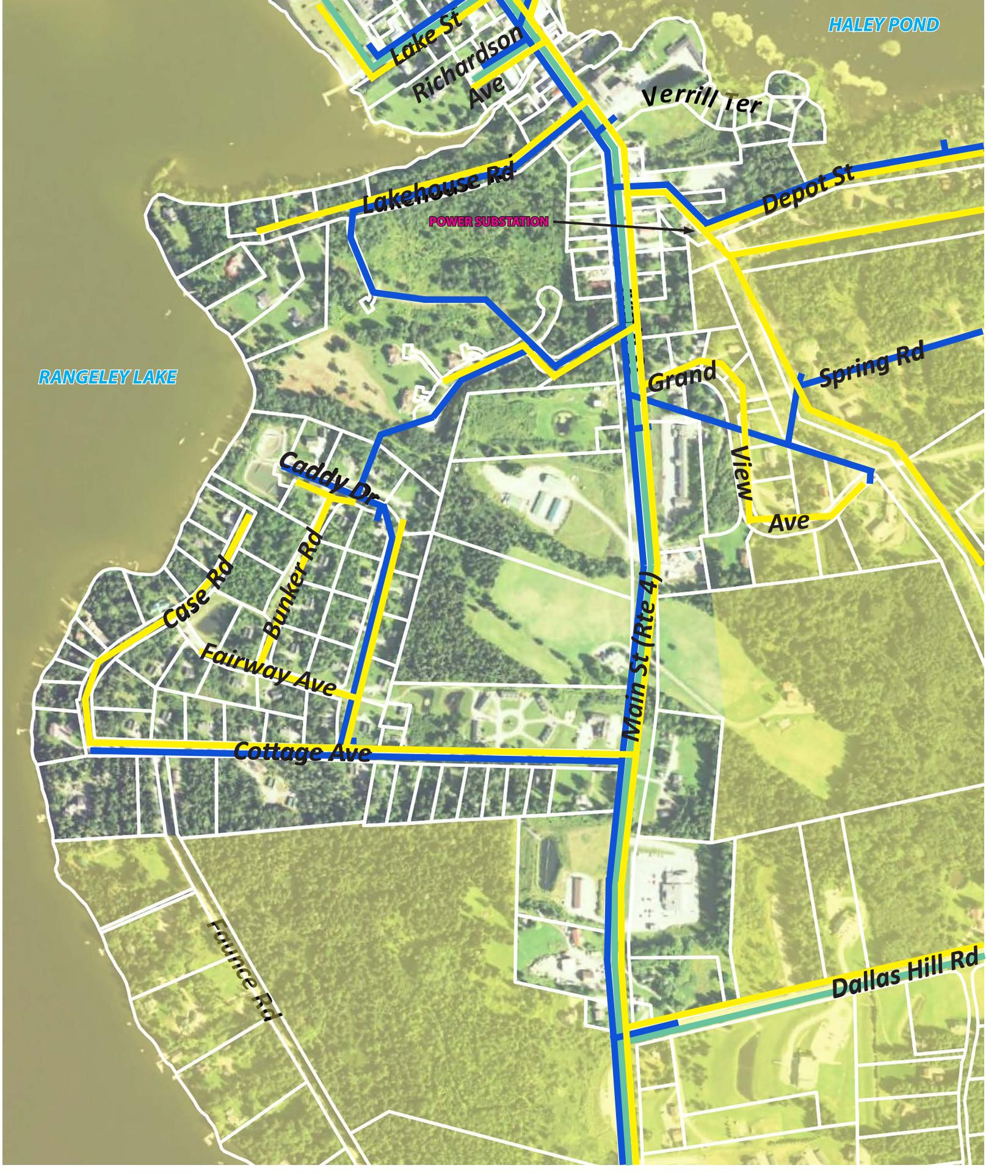






OQUOSSOC VILLAGE
RECREATION
December, 2018







RANGELEY VILLAGE
UTILITIES
December, 2018







OQUOSSOC VILLAGE
UTILITIES
December, 2018

Appendices

5/30/18 PUBLIC WORKSHOP ATTENDANCE LIST *

5/30/18 COMPILED PUBLIC WORKSHOP FACILITATOR RECORDING SHEETS

COMPILED INDIVIDUAL QUESTIONNAIRES

9/12/18 DRAFT PLAN PRESENTATION ATTENDANCE LIST *

9/12/18 DRAFT PLAN PRESENTATION PUBLIC INPUT SUMMARY

* Note that not all attendees may have signed the attendance sheets but the majority at each meeting did so as observed by Wright-Pierce staff present at each meeting.

The following documents have not been included as appendices within this report as these documents are readily available to the public from the Town of Rangeley's website:

 Comprehensive Plan, Ordinances and Zoning Map https://www.townofrangeley.com/27/Government

Wright-Pierce also recognized the concurrent public input gathering efforts of the Rangeley Region Health and Wellness Partnership and has considered this public input in association with the Downtown Revitalization Plan public input.

SIGN-IN-SHEET RANGELEY, MAINE DOWNTOWN REVITALIZATION PLAN

(INITIAL PUBLIC INPUT WORKSHOP)

DATE: Wednesday, May 30, 2018 at 6:00 PM
LOCATION: Rangeley Lakes Regional School

Name (please print legibly)	Contact Info (E-Mail if Available)	Interest in Project
Trais Pry	travis. pryor@wright-pierce.com	Consultant
Darry/ Sterling	Sterling drs@gmail, con	Correlfant
JERF PROBLE	Sterling drs@gmail. Com Jeff. Preblee wisht-pierce.com	Coroce Gaut
Laura Reynold	reynold=ofue=@gmail.cd	RRECC
Nancy Hilliard	nhilliard@rangeleyschool.com	RREOC
Linda Dexter	linda.dexter@icloud.com	RREOC
Shelly Lowell	lowellrangeleyse Lect@gmail.com	RNEOC
David Burgess	david burgessle agmail con	
	dmiller e r/ht.cm	RLHT
Nick Leadley	nick @ touch the wild photos	,
	Saralacasse 19798 june	
	10STONER DMY FAIRPOINT.	
	NET	

Name (please print legibly)	Contact Info (E-Mail if Available)	Interest in Project
Margery	n ccin La) my fairpoint.	et business
Bur jullen Parker	Oquossoc	Beaulif enter
SAMUEL WALK	airby lood Road	1. 1/
Colleen Koob	Oquossoc	
Millie Hockst		
BDO	a Rangeled Langeley	
Paul Remorth	Range ley Plastation	
Val Zgodsky	Valandjett Zapægmail.co	m Signage
MARK GORDON	MARKORANGELEYBULDERS, COM	
Allen Wid	len allenvicken@ya	hoo, com
hate Williamson		
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Name (please print legibly)	Contact Info (E-Mail if Available)	Interest in Project
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Toanne Blais	s ether parmyfairpoint Janneblais Dapher.c	on Rangeley High
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Tony MacNew	John Rev TMAC 3884 (Yahar.	10m P//
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RANGELEY DOWNTOWN REVITALIZATION PLAN

Public Input Workshop - Group Breakout Session

5 breakout groups of approximately 6-8 people per group recorded input at the workshop.

There were comments that were similar in nature, although not all worded exactly the same. These similar comments have been grouped together below with check marks \checkmark indicating when more than one group provided similar comments on a particular item.

1. RANGELEY VILLAGE REVITALIZATION

What is your overall vision for Rangeley Village?

- Larger downtown to handle growth
- No thru truck traffic in the downtown
- Preserve unique character
- Walkable / bike friendly

Do you have any suggestions for new promotional "themes" for Rangeley Village? ("What does Rangeley Village mean to you? What might attract others to visit Rangeley Village?...)

- Lupine festival / antique car parade (June)
- Stop traffic
- Promote shoulder seasons
- Variety of businesses
- Benches (uniform and comfortable)
- Visibly promote our area (info center)

What are the top 3 most important ideas or issues regarding Rangeley Village revitalization?

- Narrowness Dangerous Areas Visibility Safety
- Big trucks going through town
- Signage uniform / parking / visibility
- Flowers / trees / bushes

What types of new businesses would you like to see in Rangeley Village?

- Pharmacy
- Stores open to 8pm
- No drug / pot store
- No chain stores
- Variety of restaurants
- Tours
- Outdoor recreation products (high end)

What are the boundaries of Rangeley Village? (Recorded on Maps)

RANGELEY VILLAGE REVITALIZATION CONTINUED...

Please mark areas on the Map where the	Check One			
items below are most needed as applicable			Don't	Unsure/
	Support	Neutral	Support	More Info
Streetscape improvements	X			
Bicycle and pedestrian improvements	X			
(sidewalks, bike lanes, crosswalks)				
Incentive programs for private property	X			
owners to improve buildings and/or lots				
Additional Rangeley Village parking (in	X			
general)				
Off-street parking lots	X			
On-street parking				Χ
Addition/expansion of public utilities			Χ	
Vehicular traffic calming measures		Χ		
Additional gateway signs welcoming visitors	X			
Additional employment opportunities	X			
Additional residential housing opportunities			Χ	
Additional park and recreational spaces	X			
Public transit	X			
Promotion & marketing program specifically	X			
for Rangeley Village				
Promote/expand economic development	X			
outdoor recreation opportunities				
Promote/expand economic development arts		X		
<u>& culture</u> opportunities				

Expand diversity of commercial businesses		Χ		
Incorporate local history into the	X			
revitalization / promotion of Rangeley				
Village				
Regulatory guidelines to encourage new	X			
development / redevelopment to be in				
character with the historic Rangeley Village				
area				
Regulatory standards (ordinances) to ensure	X			
new development is in character with the				
historic Rangeley Village area				
Improve senior housing opportunities			X	
Improve low income housing opportunities			X	
Improve moderate / first-time home buyer		X		
opportunities				
Funding assistance for Rangeley Village housing.				

- No more on street parking
- Prioritize promotion / expansion of economic development and outdoor recreation opportunities.
- Some standards and guidelines
- Housing needed but not in the downtown
- Highly need communication / cell phone / internet

2. DOWNTOWN REVITALIZATION - OQUOSSOC VILLAGE

What is your overall vision for Oquossoc Village?

- Quaint and beautiful
- Historical
- Walkable / sidewalk / bike path
- Something at site across from OQ
- Shade trees in the park / bare spots

Do you have any suggestions for new promotional "themes" for Oquossoc Village? ("What does the Village mean to you? What might attract others to visit Oquossoc Village?...)

• Outdoor festivals / historic focus

What are the top 3 most important ideas or issues regarding Oquossoc Village revitalization?

- Sidewalks
- Crosswalks
- Landscaping

What types of new businesses would you like to see in Oqoussoc Village?

- Laundromat
- Services
- Car wash

What are the boundaries of Oqoussoc Village? (Recorded on Maps)

OQUOSSOC VILLAGE REVITALIZATION CONTINUED...

Please mark areas on the Map where the	Check One			
items below are most needed as applicable			Don't	Unsure/
	Support	Neutral	Support	More Info
Streetscape improvements	X			
Bicycle and pedestrian improvements	X			
(sidewalks, bike lanes, crosswalks)				
Incentive programs for private property	X			
owners to improve buildings and/or lots				
Additional Oqoussoc Village parking (in	X			
general)				
Off-street parking lots	X			
On-street parking	X			
Addition/expansion of public utilities	X			
Vehicular traffic calming measures	X			
Additional gateway signs welcoming visitors	Χ			
Additional employment opportunities	X			
Additional residential housing opportunities		-	Χ	

Additional park and recreational spaces	Χ			
Public transit	Х			
Promotion & marketing program specifically	Х			
for Oquossoc Village				
Promote/expand economic development	X			
outdoor recreation opportunities				
Promote/expand economic development <u>arts</u>		X		
<u>& culture</u> opportunities				
Expand diversity of commercial businesses		Χ		
Incorporate local history into the				
revitalization / promotion of the Village				
Regulatory guidelines to encourage new	X			
development / redevelopment to be in				
character with the historic Oqoussoc Village				
area				
Regulatory standards (ordinances) to ensure	X			
new development is in character with the				
historic Oqoussoc Village area				
Improve senior housing opportunities			X	
Improve low income housing opportunities			X	
Improve moderate / first-time home buyer			X	
opportunities				
Funding assistance for Oqoussoc Village housing.			X	

- Fix streetscape bare spots
- Will need traffic calming measures if crosswalks are added
- Additional residential housing outside of downtown
- Ice skating rink
- Trolley connection to Rangeley Village
- Promotion of arts and culture is already present
- Incorporation of local history is already present
- Some guidelines and standards
- Housing elsewhere besides downtown
- Internet / cell phone coverage.

RANGELEY DOWNTOWN REVITALIZATION PLAN Public Input Questionnaire

RANGELEY DOWNTOWN

16 individual surveys of public input were collected and additional comment was received from 1 general e-mail submission.

Specific items below representing 66% or greater support are indicated with **BOLD** text. Items between 33% to 65% are indicated with *ITALICISED* text.

1. POTENTIAL RANGELEY VILLAGE IMPROVEMENTS - GENERAL

Please note these issues are to be expanded upon in	Check One			
greater detail in the following sections.			Don't	Unsure/
, ,	Support	Neutral	Support	More Info
Streetscape Improvements (benches, trash	13	1		
receptacles, bollards, banners, planters, etc.)				
Bicycle and pedestrian infrastructure	14	1	1	
improvements (sidewalks, bike lanes, crosswalks)				
Building/façade improvements program	6	6	2	
Promotion/Support for business development	10	2	1	
Incentives/programs for private property owners	10	2	1	1
to make improvements (building or site/lot)				
Additional Rangeley Village parking (in general)	10	4		
Off-Street parking lots	8	3	2	
On-Street parking	4	6	2	1
Addition / Expansion of public utilities (water,	7	2	1	1
sewer, data, etc.)				
Vehicular traffic calming measures	8	2	1	2
Additional gateway signs welcoming travelers to	11	5		
the Downtown				
Wayfinding signage, historic signage, and/or a	10	5		
unified Rangeley Village (public) signage design				
Additional employment opportunities	10	3	1	
Additional residential housing opportunities	5	5	3	
Additional park and recreational spaces	10	2		1
Public Transit	6	2	3	2

- Electric parking. Behind businesses off Main Street.
- Residential housing elsewhere besides the downtown.
- Running trails
- Trolley (Public transit)
- Condemn old buildings
- Park at Haley Pond (Tear down old IGA building)
- (Marked next to gateway signs above) Like a Cement Plant?
- Speed bumps
- Signs regulating truck engine breaks
- Better playground equipment like Oquossoc
- No bollards
- Streetscape lighting
- Should not force generic design through a façade program. Should control signs and illumination. Keep eclectic character and overlay consistent streetscape in center.
- Should retain a good landscape architect design firm to prepare a graphic site analysis (with committee input) of Rangeley "Downtown Area" and Oquossoc "Village Area".
- Parking is a serious problem downtown. Need more parking for trailers (boat / ATV, snowmobile). Hard for some visitors to walk back to park from Peasant Street. Big need for overnight parking for trailers.
- Cars for visitors taking more than one night trip on snowmobile, canoe, etc.

2. SIDEWALKS, CROSSWALKS & TRAILS

	Check One			
			Don't	Unsure/
	Support	Neutral	Support	More Info
Improve existing sidewalks on Main Street only	6	3	4	
Add/improve sidewalks on streets adjacent and	11	1	2	
or connecting to Main Street				
Expansion of trails within Rangeley Village	10	4		
Connections from Rangeley Village to regional	9	4		
trails				
Add pedestrian "bump-outs" or median islands	7		8	
at key intersections for crosswalk safety				
improvements				
Consider new crosswalk design / materials that	9	2	2	
are more visible year-round				
Additional crosswalks across Main Street	5	4	3	1
Add crosswalk warning lights	1	2	10	

- Thermoplastic crosswalks
- Make High Street "No Through Traffic" and add sidewalks
- It's not so bad crossing Main Street which people are obeying the speed limit. Drivers are courteous. I walk every day.
- Ticket people who don't pick up their dog's poop.
- Definitely add crosswalks at key intersections
- Consider difficulty of snow removal around bumpouts if raised. Flush might work.
- Consistent quality streetscape. Don't overdesign it (avoid "cute").

3. ECONOMIC DEVELOPMENT

	Check One			
			Don't	Unsure/
	Support	Neutral	Support	More Info
Business assistance/municipal programs to	7	4	1	1
attract new businesses				
Promotion & marketing program / materials	9	2	1	1
specifically for Rangeley Village				
Promote/expand economic development	12	2	1	1
opportunities associated with outdoor				
recreation				
Promote/expand economic development	9	3	2	
opportunities associated with arts & culture				
Expand diversity of commercial business types	9	3		2
Incorporate <u>local history</u> into the revitalization /	12	1		1
promotion of Rangeley Village				
Promote diversity of employment opportunities	7	3	1	2

Other:

- Biggest scourge of downtown is the constant noise and stink of gigantic trucks (tankers & wood)
- Close downtown to commercial through traffic on weekends.
- Let the free market play out.
- Promotion and marketing program for the whole Town of Rangeley and not just the downtown.
- .com company?
- Economic development will be market driven?

4. LOCAL REGULATIONS (ORDINANCES)

	Check One			
			Don't	Unsure/
	Support	Neutral	Support	More Info
Design guidelines to encourage new	9	2	2	
development / redevelopment to be in character				
with historic Rangeley Village area architecture				

Improve regulatory standards (ordinances) to	9	2	2	
ensure new development is in character with				
historic Rangeley Village area architecture				
Improve enforcement of regulatory standards	9	2	2	1
for non-residential uses in Rangeley Village				
Simplify zoning regulations, or consider	7	2	1	4
"innovative" alternatives (e.g. Form-based				
Codes)				

- What is Form Based Code?
- This is kind of a joke as we have a Comp. Plan and have a Cement Plant trying to go in where it should not go. Town should return \$40,000 spent on Comp. Plan to Taxpayers!
- No more laws!

5. HOUSING

	Check One			
			Don't	Unsure/
	Support	Neutral	Support	More Info
Improve housing opportunities for senior	9	2	3	1
citizens				
Improve housing opportunities for low income	5	5	5	
families				
Improve housing opportunities for moderate	6	3	5	1
level / first time home buyers?				
Provide funding assistance to improve existing	5	4	5	1
housing units in Rangeley Village				

Other:

- Housing ok off Main Street but not on it.
- Housing outside of downtown.
- Don't encourage "cute" guidelines.

There were comments that were similar in nature, although not all worded exactly the same. These similar comments have been grouped together below with check marks \checkmark indicating when more than one person provided similar comments on a particular item.

6. TOP 3 MOST IMPORTANT

What are the top 3 most important ideas or issues, as identified in the questions above?

- Protect historic character.
- More park use (day only). No permanent art for sale.
- More trail use (day only). Walking, biking, interconnected with x-country. ✓
- Streetscape Improvements/Beautification: ✓✓✓✓✓✓

- o Beautify street lamps from Rangeley Inn to Pleasant St
- o Sidewalks with trees and benches
- o Welcoming gateway entry to town / sign
- o flowers
- Declare historic district with ordinance regulations.
- Overhead utilities removed off Main Street or underground ✓ ✓ ✓ ✓
- Vacancies
- Traffic needs to slow down at night
- Water tankers will kill a pedestrian at some point if they are not addressed
- Safe crossings
- Senior housing
- Parking
- Bike trails.
- We don't have \$\$ to "assist" with businesses or housing other than senior housing.
- Fill the economic hole left by Saddleback's closing
- More bike / pedestrian friendly (safety)√
- Expanding high speed internet for all Rangeley residents.
- Roads improved all over town.
- Signage
- Information kiosk for events and directions
- Identify where downtown starts / finishes
- Expanding / improving sidewalks√
 - o Walkability / sidewalks from Pubs corner to past Rangeley intro.
- Lakeside Park more of a centerpiece for the town:
 - o Curling
 - o Bocce
 - o Ice skating rink
 - o Winter toboggin chute
 - o Expanded dock system

7. OTHER COMMENTS

What is your overall vision for Rangeley Village?

- Compact, cozy, historic downtown with east parkin and well lit. Should be inviting when you drive into town. Clean buildings.✓
- Busy all year
- Events all year. Every week May to November
- Well advertised
- An oil refinery. Since we have a nasty cement plant going in that is going to ruin lives, peaceful use of properties and property value, why not? Never mind most likely to pollute Hatchery Brook.
- Make it a place that rich people want to visit
- Re-open Saddleback
- Welcoming
- Event signs
- Flowers

- No utility poles / relocate underground ✓
- Knockdown old IGA building and create a park
- Rangeley could be a lot more scenic, like Eastport for example, with pretty street lamps, etc.
- Cohesive signage system (size / height / colors)
- Not a lot can be done with the downtown. There is almost no room for expansion.
- Post office moved to a place with more parking.
- Try to make it a destination visually and economically.

(Email comments from family collectively representing over 250 years of visiting Rangeley)

- Rangeley is often a bustling place, but the bustle has become too dispersed and the center seems to struggle. Imagine if the IGA had expanded in town and Moose Alley was downtown?
- What would it take zoning-wise to encourage/discourage community uses in the center of the community?
- Rangeley is historically a mecca for boats and fishing and now snowmobiling and
 hopefully skiing again soon. But what about promoting another recreational sport, like
 mountain biking? The trail possibilities seem endless and with breakthroughs in assisted
 bike technology and rentals, and some imaginative infrastructure investment (trails,
 shuttles etc), it would seem there could be a market in the making. Make Rangeley the
 place to bike around mountains and lakes.
- Festivals are fun in Rangeley but imagine if Main street was closed for a few hours and stalls lined the street? Everyone would benefit. Restrictions no doubt abound, but so what if big trucks are off the road for a half day or more? does Rangeley really benefit from Poland Springs water trucks trundling through seemingly four or five times and hour?
- Parking (or lack thereof) is often one big reason businesses move out of town but what if convenient parking could be a reason some businesses move into town? Is there a way to get a strip of connected pocket parking lots BEHIND the deadest properties downtown (ie behind the theater and coffee house) running from Epilogean to the post office. Yesterday, for example, the busiest stretch of Main Street was between Frosty and new provisioning store and the bars opposite; all the street parking was taken and the lots around the provisioning store were full.
- Revitalizing downtowns is hard; the economic drivers that led rise to big box retail on the outskirts are real, as are the hidden real estate interests that sometimes limit the possibilities in town centers. But if long term prosperity is a common goal, and collective action a possibility, it seems Rangeley's best days are ahead!

What types of new businesses would you like to see in Rangeley Village?

- General store (historically appropriate)
- Renys'
- Antique shop√
- Anything that is year round
- Pharmacy ✓ ✓
- Variety store.
- Specialty food store market
- Cleaners

- One more food store
- Galleries
- Sidewalk cafes
- Outdoor sporting oriented service (boating, sailing, skiing, birdwatching) ✓✓
- Brewery / Pub√
- Internet based businesses (call center, internet co-op office space)
- Fresh produce
- Reduce barriers to entry for businesses such as fees, permits, etc. (Ex. Farmer's Market, Concrete Plant)
- Convention center for businesses to hold large retreats.
- Make Town Park more usable for festivals, etc. without the restrictions.

Do you have any suggestions for new promotional "themes" for the Downtown? ("What does the Downtown mean to you? What might attract others to visit the Downtown?...)

- Focus on being an "Appalachian Town". Trails and hiking and resources for outside activities.
- Outdoor recreation
- Unsure
- Three color paint schemes for downtown store fronts (Each building has one base color and two access trim colors. Seen in Breckenridge, CO. Flower pots along streets and large containers at intersections. Off street parking lots promotes walkers to businesses along Main Street.)
- Underground utility poles
- Walkability for services grocery, pharmacy, food, clothing. Not spread out along Rte 4 needing an automobile.
- More parking
- Four seasons of fun.

OQUOSSOC VILLAGE

16 individual surveys of public input were collected and additional comment was received from 1 general e-mail submission.

Specific items below representing 66% or greater support are indicated with **BOLD** text. Items between 33% to 65% are indicated with *ITALICISED* text.

1. POTENTIAL OQOUSSOC VILLAGE IMPROVEMENTS - GENERAL

Please note these issues are to be expanded upon in	Check One			
greater detail in the following sections.			Don't	Unsure/
3 3	Support	Neutral	Support	More Info
Streetscape Improvements (benches, trash	12	2		
receptacles, bollards, banners, planters, etc.)				
Bicycle and pedestrian infrastructure	9	2	1	1
improvements (sidewalks, bike lanes, crosswalks)				
Building/façade improvements program	6	4	3	
Promotion/Support for business development	7	4	1	
Incentives/programs for private property owners	7	5	1	
to make improvements (building or site/lot)				
Additional Oqoussoc Village parking (in general)	7	4		1
Off-Street parking lots	11	2	1	
On-Street parking	5	6	1	1
Addition / Expansion of public utilities (water,	4	4	2	
sewer, data, etc.)				
Vehicular traffic calming measures	6	2	1	3
Additional gateway signs welcoming travelers to	9	2		
the Downtown				
Wayfinding signage, historic signage, and/or a	9	3		1
unified Oqoussoc Village (public) signage design				
Additional employment opportunities	8	2	2	
Additional residential housing opportunities	4	1	5	
Additional park and recreational spaces	8	4		
Public Transit	6	2	3	2

Other:

- Public transit loop with Rangeley Village.
- Ticket trucks to support traffic calming.
- Internet
- We talk about incentives for property owners to make improvements. It has taken me 30 years to bring my property back from the dead and now I have a cement plant going in across the street. What's the sense? Worry about pre-existing Comp. Plan which is proving to be useless.
- Information kiosk(s) for events / directions.
- Marked on-street parking if appropriate.
- Paved and heavily landscaped off-street parking.

2. SIDEWALKS, CROSSWALKS & TRAILS

	Check One			
			Don't	Unsure/
	Support	Neutral	Support	More Info
Improve existing sidewalks on Carry Road only	10	1	1	1
Add/improve sidewalks on streets adjacent and	8	2	2	1
or connecting to Carry Road				
Expansion of trails within the Village	8	3		1
Connections from the Village to regional trails	9	2		1
Add pedestrian "bump-outs" or median islands	3	2	6	1
at key intersections for crosswalk safety				
improvements				
Consider new crosswalk design / materials that	6	3	1	2
are more visible year-round				
Additional crosswalks across Carry Road	7	1	2	1
Add crosswalk warning lights	2	1	7	

Other:

- Add crosswalk on Route 17 near OSHM.
- Arts and culture promotion being done by RFA.
- Snow plows problems with bumpouts if raised. Flush might work.

3. ECONOMIC DEVELOPMENT

Check One			
		Don't	Unsure/
Support	Neutral	Support	More Info
7	3	2	
7	2	1	
10	1	1	
7	2	2	
7	3		1
9	2		
7	2	1	2
	7 7 10 7 7 9	Support Neutral 7 3 7 2 10 1 7 2 7 3 9 2	Support Neutral Don't Support 7 3 2 7 2 1 10 1 1 7 2 2 7 3 2 9 2

Other:

- Car wash
- Quaint motel
- Microbrewery and pub and tours.

4. LOCAL REGULATIONS (ORDINANCES)

	Check One			
			Don't	Unsure/
	Support	Neutral	Support	More Info
Design guidelines to encourage new	9		1	2
development / redevelopment to be in character				
with historic Oqoussoc Village area architecture				
Improve regulatory standards (ordinances) to	7	1	1	1
ensure new development is in character with				
historic Oqoussoc Village area architecture				
Improve enforcement of regulatory standards	7	1	2	
for non-residential uses in Oqoussoc Village				
Simplify zoning regulations, or consider	6	2		2
"innovative" alternatives (e.g. Form-based				
Codes)				

Other:

- Arts destination
- No more laws!
- Improve Carry Road streetscape.
- Street trees and landscape to identify the "village" (avoid "cute")

5. HOUSING

	Check One			
			Don't	Unsure/
	Support	Neutral	Support	More Info
Improve housing opportunities for senior	8	1	2	1
citizens				
Improve housing opportunities for low income	4	3	3	1
families				
Improve housing opportunities for moderate	5	2	3	1
level / first time home buyers?				
Provide funding assistance to improve existing	4	4	3	1
housing units in the Village				
0.1				

Other:

• Support housing off Main St only.

There were comments that were similar in nature, although not all worded exactly the same. These similar comments have been grouped together below with check marks ✓ indicating when more than one person provided similar comments on a particular item.

6. TOP 3 MOST IMPORTANT

What are the top 3 most important ideas or issues, as identified in the questions above?

- New business antiques, etc.
- Identify "Village" center.
- Walkability (Safety): ✓✓✓
 - o Sidewalks√√
 - o Crosswalks
- Promote outdoor recreation as destination point.
- Beautification / streetscape improvements√
- Develop a center of town
- Parking
- Signage
- Relocate utilities (Off street or underground)
- Replacement of post office with a facility with:
 - o Room for mail trucks to access in and out.
 - o Room inside for employees to work and customers to move without bumping into each other.
 - o Adequate parking capacity that is safe to access by crossing the street. 3 parking spots in front are not enough.

7. OTHER COMMENTS

What is your overall vision for Oqoussoc Village?

- Market the quaint, log cabin hunting and fishing. "End of the road. The fun starts here."
- Neutral
- Not much change
- More well-defined center
- Cohesive signage system (size / height / colors)
- Improve image through landscape.
- Organize current "casual" areas.

What types of new businesses would you like to see in Oqoussoc Village?

- Antique
- Walking friendly
- Historic hotel/motel
- Car wash
- Unsure
- Maybe another restaurant to replace 4 Seasons
- Brew pub

- Services for outdoor sporting.
- Internet based businesses
- Market drive.

Do you have any suggestions for new promotional "themes" for the Village? ("What does Oqoussoc Village mean to you? What might attract others to visit Oqoussoc Village?...)

- Neutral
- Walkability for services grocery, pharmacy, food clothing. Not spread out needing an automobile.

SIGN-IN-SHEET RANGELEY, MAINE DOWNTOWN REVITALIZATION PLAN

(DRAFT PLAN PRESENTATION)

DATE: Wednesday, September 12, 2018 at 6:00 PM
LOCATION: Rangeley Lakes Regional School

Name (please print legibly)	Contact Info (E-Mail if Available)	Interest in Project
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ERIN PARTHALES	east coastlight 1 e my fair points	Resided Bui Own
Stephen Philbrick	beldinto and @ AOC. Com	Resident Business owners Selectmans
Cyndy Egan	cyndy egan agmail. com	Selectman/
))		Resident

Name (please print legibly)	Contact Info (E-Mail if Available)	Interest in Project
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Pati Buter	patibutter 12@ gmail.com	General interest
Hude tengum	wedges & my Sampoint not	<i>(1)</i>
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Oris FARIMA	CATARINEL WSKOWHELANSAVINGS.COM	
US GE	HPREYNOLDS @ gmail. com	
Kyle Holey	Kyle haley photo@gmail.com	
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RANGELEY DOWNTOWN REVITALIZATION PLAN

Draft Public Presentation - Public Input Summary

On September 12, 2018, a public presentation was facilitated by Wright-Pierce, presenting draft findings and recommendations of a variety of downtown plan component options within the villages of Rangeley and Oquossoc. These findings and recommendations were discussed with the attendees of this meeting, focused on prioritization goals for the community of some or all of the recommendations. There were 37 attendees at this meeting, including Town Staff and Wright-Pierce Staff.

Prioritized items and showing of support (number of people in support) were as follows:

Ordinances / Local Regulations	(4)
• Improving existing buildings / establishing new building standards	(0)
• Improving / Expanding Retail and Commercial Space	(0)
• Employment	(10)
Residential Housing	(1)*
* Employment and housing were both discussed as important and that they	
are tied together, but creating year round - 12 month - employment is a	
priority that will lead to the need for residential housing improvements.	
Bicycle and Pedestrian Infrastructure	(4)
• Streetscape Improvements	(16)
• Traffic and Utility	(15)**
** Within these improvements (water, sewer, roads, etc) Wifi / broadband	
improvements was the particular utility of importance. (18)	
• Signage	(5)
• Parking	(8)
• Recreation	(16)



