

TOWN OF HERMON, MAINE COMPREHENSIVE PLAN JUNE, 2010

BOOK 1: GOALS, POLICIES, AND IMPLEMENTATION STRATEGIES



Hermon's future begins today



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Significant assistance during the process came from Clint Deschene, Town Manager, the Town Council, Planning Board, Fire Chief, Superintendent of Schools, Hermon Volunteer Rescue Services Inc., Recreation Committee, Ron Harriman, the Economic Development Director, and Annette Merrithew, the Code Enforcement Officer. Special thanks to J. W. Sewall for their assistance in preparing the maps.

The residents of Hermon cooperated throughout the process by gathering data and formulating the goals, policies, and implementation strategies found in this plan. Without their valuable help and input throughout the process, much of the information found in the plan would not have been possible. The many civic and fraternal groups who assisted this effort with their help give the plan its depth and breadth. Ultimately, this plan is dedicated to all of the townspeople of Hermon, “our most valuable natural resource.”

The Hermon Comprehensive Planning Committee was appointed by the Town Council in late 2006 to update the existing 1995 *Comprehensive Plan for the Town of Hermon*. Through their hard work and dedication the 2010 *Comprehensive Plan for the Town of Hermon* came into fruition. Those members include: Brian Bowdoin, Alan Cyr, Wayne Dakin, Florian Duguay, Brendon Ford, Jaylyn McCue, Scott Perkins, Donna Pulver, David Ramsay, Don Shepley, Chad Walton, and Ted Wegerdt. Additional funding to complete the work was made available through grants secured from the Maine State Planning Office.

This plan consists of two inter-related parts: Book 1 includes the *Goals and Policies* and their *Implementation Strategies*. Book 2 includes *Inventories and Analyses*.

Town of Hermon

2010 COMPREHENSIVE PLAN

1. INTRODUCTION

The Comprehensive Plan consists of two books, which contain resources, tools, illustrations, and references. Book I contains a summary, as well as detailed policies and recommendations to help guide Hermon in all aspects of its development over the next decade. Each section in Book I provide a brief background about each particular topic, followed by summary findings and recommendations.

Book II contains an inventory and analyses of Hermon – its population and housing, local economy, financial resources, natural and marine resources, transportation, historic and cultural assets, recreational opportunities, and municipal assets. While some of the data are repeated. It is the general intention that Book II contains a broad but detailed picture of the Town of Hermon.

This document was prepared in accordance with the Maine Comprehensive Planning and Land Use Regulation Act, its goals and criteria.

1.1 PURPOSE AND HISTORY

This 2010 Comprehensive Plan is the fundamental plan for the Town of Hermon, providing specific guidance to town officials, administrators, and volunteer committees as they govern, advises and regulates activities that affect the town's citizens. The Comprehensive Plan Committee's mission is: "To review, revise, and update the 1995 Comprehensive Plan so as to guide the actions and public policies of the citizens of Hermon and their representatives into the future."

Hermon has an exemplary track record in the development of town plans. Comprehensive planning began in 1964 with the town's first master plan, with a subsequent plan drafted in 1995. A volunteer committee produced the town's 1995 Comprehensive Plan in accordance with the Maine Planning and Land Use Regulation Act, which mandated that all Maine cities and towns

prepare a plan to manage future growth. Comprehensive land use ordinances were adopted in 2000 based on the 1995 Comprehensive Plan. Given the rapid growth in town over the last decade, Hermon's 2010 Comprehensive Plan must be more bold and specific in guiding and addressing community issues with clear goals, policies, recommendations, and a concise road map for implementation. It will ensure that Hermon complies with the state's current Growth Management Act.

1.2 PLANNING PROCESS AND PUBLIC PARTICIPATION

To accomplish its mission, the Hermon Comprehensive Plan Committee engaged the Penobscot Valley Council of Governments (PVCOG) to facilitate the planning process. The committee consisted of town council members, municipal staff, volunteers from various town standing committees, and other business and community leaders to understand their perspectives on Hermon's strengths, weaknesses, and vision for the future.

The following summarizes Hermon's public participation process for this developing this comprehensive plan. All meetings have been open to the public.

09/19/2006	Staff Meeting to outline goals with PVCOG
10/11/2006	Organizational Committee Meeting
10/19/2006	Staff Review of sample questions for Comp Plan Survey
11/15/2006	Committee review drafts of the Introduction and Population sections
12/01/2006	Staff reviews draft of Public Facilities & Transportation
12/13/2006	Committee review draft Transportation section
01/05/2007	Staff reviews of Natural Resources and draft survey
02/07/2007	Review progress to date
04/25/2007	Committee's final review of the Comp Plan survey to be mailed out
06/27/2007	Committee's review of Public Facilities and Services
07/18/2007	Committee's final review of Public Facilities
09/28/2007	Staff review draft of sections to date
10/30/2007	Public, Committee review of Natural Resources sections
11/20/2007	Public, Comp Plan Committee & Planning Board – Survey results presented

01/10/2008	Committee draft review of sections to date
01/30/2008	Public Meeting, Comp Plan Committee on Land Use
06/27/2008	Staff review of sections to date
01/27/2009	Committee review sections, schedule future meetings, schedule public hearing
02/11/2009	Committee final review of sections to date
02/25/2009	Committee final review of sections to date
03/11/2009	Committee to review remaining final sections
04/22/2009	Committee final review of Future Land Use Plan
05/06/2009	Committee final review of Book 1 and Book 2
08/11/2009	Public Hearing

1.3 PLAN PHILOSOPHY

The philosophy that underpins this document emerges from citizen input, the committee's deliberations, and the best thinking that the committee could incorporate from the completed research. This spirit of collaboration and deliberation provided the overall concepts to help guide Hermon.

They are:

1. The presentation of recommendations that are specific in nature, supported by statements of intent, and designed to provide both clarity and some latitude for the implementors.
2. Through existing mechanisms, new tools, and programs there is an emphasis on non-property tax revenue generation coupled with fiscal responsibility. The desire is that the expense of town government will maintain its low burden on the Hermon community.
3. The plan strives for fairness when considering the wide variety of needs and requests of Hermon's diverse citizenry.
4. An extensive process of collaboration was used while drafting the plan in order to encourage interested citizens and to reach a consensus before the plan is formally

presented at public hearings.

5. In reviewing the explosion of demands placed on the town's resources and services over the past decade in the form of traffic, regulations, cost transfers from county, state, and federal government, as well as the demands of Hermon's citizens, the committee is recommending solutions to mitigate the impact of future growth while protecting individual property rights.

1.4 GOALS AND PRIORITIES

1. Utilize the Land Use Ordinance and Zoning for continued balanced growth of Hermon.
2. Preserve the Rural Character of Hermon while understanding the suburban nature of our community to the Bangor area.
3. Plan infrastructure to foster consistent use and growth of Hermon
4. Support efforts to regionalize services when it would result in more cost-effective service without sacrificing quality of service for police, public works, fire and rescue.
5. Develop a more detailed local measure for population growth because we are growing faster than census data and we need better forecasts of growth.
6. Market and develop Hermon's recreational culture that is very close to Bangor, the service center.
7. Develop plans with Bangor to meet high density residential needs to keep growth in Hermon consistent with a suburban community with minimal infrastructure.
8. Allow more senior housing by promoting private development
9. Develop strategies that prevent development of areas that would divide contiguous open space areas.

1.5 A VISION FOR HERMON

This plan lays the foundation for the shape of Hermon in the future. A Hermon where:

- Residents enjoy a quiet rural lifestyle and appreciate the benefits of being a suburb of Bangor;
- Proximity to the Bangor metropolitan area has supported Hermon's regionally significant recreational resources and those businesses are thriving;
- A range of quality housing opportunities provides a variety of safe, decent, and affordable housing options for all residents;
- The availability of BAT for commuters, better management of heavy trucks, and well maintained roads allow Hermon's traveling public to move smoothly and efficiently in and around town;

- Significant water resources have been protected and residents enjoy clean water for drinking and recreational activities;.
- Important wildlife corridors, areas of prime farmland, and scenic vistas have been protected for generations to come;
- Early maps, photographs, documents and artifacts representing Hermon's history have been protected and preserved, along with important historic landmarks;
- There is broad citizen participation in town affairs;
- Our fiscal obligations are consistent with our financial abilities, keeping municipal demands modest, supplemented by volunteer spirit and civic efforts;
- Working with neighboring communities has helped save local tax dollars;
- Residents drop off and pick up mail at the local post office;
- The industrial parks are fully developed and provide jobs and local tax base; and
- Expanded sewer and water infrastructure in the designated growth areas and has spurred development in those areas.

1.6 IMPLEMENTATION OF THE COMPREHENSIVE PLAN

It took a committed group of volunteers, along with the collaborative help of a number of the town's citizens, more than 18 months to create this plan. It would be a mistake not to emphasize that it will take a similar effort to implement the plan.

The Comprehensive Plan Committee recommends that the Hermon Town Council appoint or assign an Implementation Committee to oversee the complete implementation of this plan. That committee should be chaired by a councilmember, perhaps on a rotating basis, and include members of the Zoning Board of Appeals and Planning Board. The Implementation Committee should also include a selection of interested residents.

1.7 DATA AND RESOURCES

The Town of Hermon now has abundant information about itself and maps of its geology, natural resources, transportation systems, economics, population, public facilities, and recreation opportunities, thanks to both local and state resources that have been collected during this planning process. This information exists in print, as well as in digital form.

The information for Hermon includes:

- State of Maine Comprehensive Planning Resource Package, October 2006
- "Beginning with Habitat" package 2007
- Maps prepared by the Penobscot Valley Council of Governments.

This information, and more, is invaluable to future town planning, and the drafting of new ordinances. It is also highly useful for town committees and boards, as they proceed through decision-making processes.

1.8 REGIONAL COORDINATION

Regional coordination strategies are provided in Section 13.

1.9. EVALUATION MEASURES

Every five years, Hermon will evaluate the following:

1. The degree to which future land use plan strategies have been implemented;
2. Percent of municipal growth-related capital investments in growth areas;
3. Location and amount of new development in relation to community's designated growth areas, rural areas, and critical resource areas
4. Amount of critical resource areas protected through acquisition, easements, or other measures.

2. EMPLOYMENT AND ECONOMY

The economy plays a key role in the vitality of Hermon. The economic well being of the residents of Hermon directly effects how the town functions, its ability to raise taxes and therefore, its own financial health. The historical driving forces of any town's economy are its people. Hermon's strengths include its location in the Bangor metropolitan area, public infrastructure, availability of internet and telecommunications,

partnerships with private business and industrial park developers, a professional and streamlined land use and permitting process, rail hub, and an inter-modal transportation center.



This chapter identifies and analyzes the local and regional economy. The goal of this chapter is to develop policies that expand the Town's tax base, improve job opportunities for residents needing employment, and encourage overall economic well-being. Indicators of the health of Hermon's economy are statistical in nature and include labor force statistics, employment statistics, retail sales, and wages. Several statistics provide us with a window through which some understanding can be gained of Hermon's economy.

Today's world of rapid communication and ease of travel focus a greater importance on regional economies than local economies. The inter-relationships between local, regional, and state economies are more complex and more significant. This is in contrast to Hermon's early history which indicates a relative self-sufficiency created by limited access of local businesses to the Bangor (regional) market.

Bangor provides the primary employment base for Hermon as well as a retail sales base. As people are more willing to travel greater distances to access goods and services, they become more centralized, locating in urban areas. Most goods and services desired by Hermon residents are accessed and supplied by businesses in Bangor. However, many retail and service businesses are now located in Hermon and provide residents with a convenient local choices for groceries, hardware, medical needs, entertainment, and equipment.

2.1 GENERAL GOALS

- To promote an economic climate that increases job opportunities and overall economic well being.
- To protect and take greatest advantage of Hermon’s “quality of life” resources and proximity to the Bangor metropolitan area.

2.2 POLICIES

The Town of Hermon will:

1. Explore ways to continue supporting local businesses;
2. Concentrate and cultivate commercial development in designated areas of town, to support the economic base of the community;
3. Continue to mutually support its relationships with other communities in the Bangor region and continue our role in the region as a “buffer” to communities further out from Bangor;
4. Market and develop Hermon's recreational amenities that are highly accessible for the Bangor service center;
5. Expand upon its successful Hermon.net program to provide high-speed internet capabilities throughout the community; and
6. Coordinate with regional development corporations and surrounding towns as necessary to support desired economic development that benefits the entire region.

2.3 EMPLOYMENT AND ECONOMY RECOMMENDATIONS/IMPLEMENTATION STRATEGIES

Ongoing is used for regularly recurring activities; *Immediate* is used for strategies to be addressed within two years after the adoption of this Comprehensive Plan; and *Long-term* is assigned for strategies to be address within ten years.

Employment and Economy Recommendation/ Implementation Strategy	Responsible Party(ies)	Timeframe
EE-1. Continue to promote the village as a mixed use center for local shopping /services and residential use.	Economic Development	Ongoing
EE-2. Support the implementation of the goals identified in the Town's Village Master Plan.	Economic Development Town Manager	Immediate
EE-3. Support use of Tax Incremental Financing to further the goals identified in the Village Master Plan.	Economic Development Town Manager	Long-term
EE-4. Evaluate costs and benefits of extending public water and sewer to the village center to improve fire protection, reduce costs to businesses and schools associated with water testing and septic replacement	Town Manager Town Council	Ongoing
EE-5. Promote the extension of natural gas to improve the competitiveness of our businesses and reduce the burden on home heating for residents.	Town Manager Code Enforcement	Ongoing
EE-6. Provide quality infrastructure to support existing businesses and to attract new investment to our business parks and commercially zoned areas.	Economic Development	Ongoing
EE-7. Consider cost sharing incentive agreements with private developers for development of business park/commercial tracts if there is a benefit to residents.	Planning Board Economic Development Town Manager	Immediate
EE-8. Evaluate the availability and costs of broadband to insure Hermon has competitive and ubiquitous service to the business community.	Town Manager Economic Development	Ongoing
EE-9. Support options for affordable electricity to improve the competitiveness of our businesses.	Town Manager Economic Development	Immediate
EE-10. Utilize Tax Increment Financing where appropriate to encourage new business and expansion to existing businesses. The Town should consider Credit Enhancement Agreements on a case-by-case basis.	Town Manager Town Council Economic Development	Ongoing
EE-11. The town should continue aggressive efforts to promote Hermon's competitive advantages and develop an effective marketing strategy.	Economic Development	Ongoing

EE-12. Explore and pursue opportunities to establish Hermon as a regional multi-model center for this region.	Town Manager Economic Development	Ongoing
EE-13. Continue the Town's active participation in regional economic developments efforts including the Bangor Region Development Alliance and Maine and Company.	Town Manager Economic Development	Ongoing
EE-14. Continue the Business Loan Program to provide low interest loans to Hermon businesses for new investment.	Town Manager Town Council	Ongoing
EE-15. Work closely with State agencies including the Department of Economic and Community Development to provide assistance to businesses including CDBG and Pine Tree Zone and other incentive programs.	Town Manager Town Council Economic Development	Immediate
EE-16. Establish the Town of Hermon as s State of Maine designated "Business Friendly Community.	Town Manager Town Council Economic Development	Ongoing
EE-17. Develop a Economic Development Plan	Town Manager Town Council Economic Development	Ongoing
EE-18. Continue to maintain the position of economic development director	Town Council	Ongoing

3. HOUSING

An adequate supply of affordable, safe, and livable housing is a basic need for all of Hermon's residents. Present and future demands for housing must be considered in planning for the Town's future. Housing supports business and industrial development in the Town and in the region. The housing stock feeds Hermon's tax base, which funds Town services and public education of school-aged children. Housing represents the single largest investment for most families.



Housing characteristics are directly linked to the Town's and region's demographics and land use patterns (see Population and Land Use chapters). Historically, housing was first located around streams, rivers and crossroads. Hermon's stock of older housing is evidence of this trend. New housing construction is often found on former agricultural land. Growth of housing in Hermon has been fueled by the Town's proximity to Bangor, the relatively affordable nature of rural and suburban housing, and its attractive community character.

3.1 GENERAL GOALS

- To encourage and promote quality housing development in Hermon that reflects its role as a suburb of Bangor and supports the economic viability of our region.
- To provide conditions for a range of quality housing opportunities within appropriately identified residential areas.

3.2 POLICIES

The Town of Hermon will:

1. Continue to support controlled residential growth, recognizing the importance and support the provision of a variety of safe, decent, and affordable housing options for all residents;
2. Encourage and promote adequate workforce housing to support the community's and region's economic development (State required);

3. Seek to achieve at least 10% of all housing built or placed during the next decade be affordable (State required); and
4. Encourage and support the efforts of the regional housing coalitions in addressing affordable and workforce housing needs (State required).

3.3 HOUSING RECOMMENDATIONS/IMPLEMENTATION STRATEGIES

Ongoing is used for regularly recurring activities; *Immediate* is used for strategies to be addressed within two years after the adoption of this Comprehensive Plan; and *Long-term* is assigned for strategies to be address within ten years.

Housing Recommendation/ Implementation Strategy		Responsible Party(ies)	Timeframe
H-1.	Encourage development of housing opportunities for certain populations including senior housing, senior housing with services, multi family housing and mobile home parks.	Economic Development Town Manager Code Enforcement	Ongoing
H-2.	Make information available at the town office regarding local and regional housing assistance programs, housing affordability and housing rehabilitation programs.	Town Clerk	Ongoing
H-3.	Encourage participation in programs available through but not limited to Rural Development, Office of Economic and Community Development, Maine State Housing Authority, and Department of Housing and Urban Development for development of affordable housing, elderly housing and elderly housing with services.	Economic Development	Long-term
H-4.	Continue to allow the development of mixed housing types (single-family housing and multi-family housing units), mixed uses and mixed income housing within specified areas of the Town.	Economic Development Town Manager Code Enforcement	Ongoing
H-5.	Monitor housing development throughout the community with the assistance of the code enforcement officer and assessor to ensure that the community's goals are being met regarding the opportunities for affordable housing.	Code Enforcement Town Assessor	Ongoing

H-6. Encourage development for housing and housing with services for the aging population that is readily accessible to regional transportation alternatives.	Economic Development Town Manager	Long-term
H-7. Develop standards to increase housing densities, particularly multi-family units in the village center.	Planning Board Town Manager Code Enforcement	Long-term
H-8. Develop plans with the City of Bangor to extend public water and sewer to meet high density residential needs in order to maintain growth in Hermon.	Town Manager	Immediate
H-9. Encourage more privately developed senior housing though appropriate zoning in locations that can be served by public water and sewer.	Planning Board Code Enforcement Economic Development	Long-term
H-10. Allow the addition of at least one accessory apartment per dwelling unit in growth areas, subject to site suitability (State required).	Planning Board Code Enforcement Economic Development	Immediate or Long-term

4. TRANSPORTATION

Communities depend on well-maintained road systems. Safe and efficient streets affect property values, the productivity of the downtown area, tourist activity, and the overall safety and convenience of Hermon's residents. Only through the use of adequate roadways, parking and traffic control, can a community be assured of economical, efficient, and safe traffic circulation patterns.



A community's transportation system provides linkages both within the community and to other communities. Transportation is the means over which goods and services move as well as the access for residents to employment opportunities. The relative efficiency of a town's transportation system directly impacts the success or failure of the local economy. Transportation linkages to regional, state, and national markets are a critical element in the economic viability of the community.

Most communities are settled and grow as a direct result of their geographic location relative to transportation systems. The ability of local transportation links to move products to the marketplace directly impacted the growth of the community.

4.1 GENERAL GOALS

The goals and policies of this section are:

- To safeguard Hermon's traveling public and ensure the efficient movement of goods.
- To improve through-road conditions and facilitate smooth traffic conditions.
- To minimize the required dependency on motorized transportation (causing traffic congestion).
- To support efforts that will relieve Hermon of heavy truck traffic that damages roads not designed for the loads.
- To Partner with area churches and other facilities to explore commuter parking areas in an effort to develop a BAT ridership plan.

4.2 POLICIES

The Town of Hermon will:

1. Explore opportunities to pro-actively manage traffic flows and volumes. This will include the promotion of alternative transportation modes and the reduction of traffic volumes;
2. Continue to finance the maintenance and resurfacing of Town roadways;
3. Continue to pursue opportunities to foster public transportation options for travel into and around Bangor;
4. Continue to explore and expand trail systems that promote the health, well-being and transportation of its residents;
5. Explore opportunities to strengthen its position as an important intermodal center in the region;
6. Aggressively pursue the need for DOT attention, maintenance, design and construction of State routes being pushed beyond their safe capacities;
7. Recognize that the provision and sustainability of a multi-purpose trail system can support the intent to preserve wildlife corridors; and
8. Support increasing the weight limit on I-95.

4.3 TRANSPORTATION RECOMMENDATIONS/IMPLEMENTATION STRATEGIES

Ongoing is used for regularly recurring activities; *Immediate* is used for strategies to be addressed within two years after the adoption of this Comprehensive Plan; and *Long-term* is assigned for strategies to be address within ten years.

Transportation Recommendation/ Implementation Strategy	Responsible Party(ies)	Timeframe
T-1. Review roads within its jurisdiction to see if any should be re-classified as abandoned or discontinued.	Planning Board Economic Development Town Council	Ongoing
T-2. Request MDOT evaluate the impact of increasing traffic at the intersections of Route 2 and the Billings Road and the Billings Road and Union Street due to a growing population.	Town Manager Town Council	Ongoing
T-3 Emphasize access management strategies in the implementation of the Village Master Plan.	Town Manager Town Council	Immediate
T-4 Complete the connection of schools and village center via a bike/pedestrian trail system.	Planning Board Economic Development Town Council	Long-term
T-5. Consider seasonal postings for all local and state minor collector roads.	Town Manager Town Council Rec. Department	Ongoing
T-6. Continue to promote enhanced safety conditions along Route 2 with MaineDOT, including having this roadway included in the biennial plans until all improvements have been completed.	Town Manager Public Works Town Council	Ongoing
T-7. Explore options for improving safety on local roads through right-of-way maintenance, speed limits, changes in traffic patterns, warning signage, improved shoulders, striping, etc.	Town Manager Town Council	Ongoing

T-8 Explore the appropriateness of acquiring permanent easements for trails to support multi-seasonal use by pedestrians, equestrians, bicyclists, jogger, snowmobilers and all-terrain vehicle (ATV) users.	Town Manager Public Works Planning Board	Ongoing
T-9. Consider utilizing subdivision regulations to regulate development impacts of density and access management	Town Manager Rec. Department	Ongoing
T-10. Consider changes to the land use ordinances to support development in areas of town that have the adequate transportation systems to support it.	Planning Board	Ongoing
T-11. Pursue constructing more trails that connect schools and residential areas to allow more utilization of nature and open space.	Town Manager Public Works	Ongoing
T-12. Develop a master plan that identifies all recreational trails that are available for public use in Hermon.	Town Manager Town Council	Ongoing
T-13. Develop a 10-year town road and street improvement plan.	Planning Board Economic Development	Long-term
T-14. Explore joining BACTS on terms suitable to Hermon to address issues on Odlin and Coldbrook roads.	Town Manager Town Council	Ongoing
T-15. State required: Enact or amend local ordinances as appropriate to address or avoid conflicts with: <ul style="list-style-type: none"> a. Policy objectives of the Sensible Transportation Policy Act (23 MRSA §73); b. State access management regulations pursuant to 23 MRSA §704; and c. State traffic permitting regulations for large developments pursuant to 23 MRSA §704-A. 	a. Town Manager Town Council b. Town Manager Town Council c. Town Manager Planning Board	Ongoing
T-16. State required: Enact or amend ordinance standards for subdivisions and for public and private roads as appropriate to foster transportation-efficient growth patterns and provide for future street and transit connections.	Planning Board Town Council	Ongoing

5. RECREATION

By virtue of being adjacent to Bangor, Hermon realizes two sets of recreational assets: it has access to the offerings of a mid-Maine urban area, and it is still sufficiently rural to continue to supply many of its own outdoor recreation activities. There are also many independent recreational organizations in Hermon that enhance Maine's tremendous outdoor opportunities.



As its population changes and demographics change, the Recreation Department will need to continue to provide opportunities appropriate to the Town in order to support a healthy population and to remain attractive to its residents. An active recreational program plays an integral, yet often overlooked, part of economic and community development. Beyond the benefits of having a physically healthier community, economic benefits result from a more attractive suite of services and incentives a community can offer to future businesses. Care and planning must be given to protecting Hermon's scenic beauty and enhancing its recreational assets.

5.1 GENERAL GOALS

The goals and intent of this section are to:

- To promote and protect the availability of outdoor recreation opportunities for all Maine citizens, including access to open water.
- To continue to support Hermon's recreation programs.
- To promote regional awareness of the convenience and diversity of outdoor recreational opportunities that Hermon offers.

5.2 POLICIES

The Town of Hermon will:

1. Continue to support the provision a broad range of passive and organized recreational opportunities sponsored and otherwise supported by its Recreation Department;

2. Expand the provision of recreational opportunities that are appropriate to its changing demographics;
3. Work with local non-profit organizations to support their plans and efforts in safeguarding high quality outdoor recreational opportunities, including the preservation of open space for recreational use as appropriate;
4. Work with local private recreational enterprises to support their continued successes at providing outdoor recreational opportunities for the region;
5. Cooperate and coordinate with neighboring communities and groups in support of shared facilities when it is economically feasible to do so;
6. Continue to operate Jackson Beach on Hermon Pond; and
7. Recognize the relationships between recreation, healthy activities, community character, physical well-being, and public health.

5.3 RECREATION RECOMMENDATIONS/IMPLEMENTATION STRATEGIES

Ongoing is used for regularly recurring activities; *Immediate* is used for strategies to be addressed within two years after the adoption of this Comprehensive Plan; and *Long-term* is assigned for strategies to be address within ten years.

Recreation Recommendation/ Implementation Strategy	Responsible Party(ies)	Timeframe
R-1. Implement a strategy to provide Senior citizens recreational opportunities such as fitness and wellness programs including transportation services while identifying a location for a future senior center	Rec. Department	Long-term
R-2. Act upon the appropriateness of a community / recreation center to serve the age ranges of its population.	Rec. Department	Ongoing
R-3. Continue to prioritize scenic vistas and valuable open spaces and plan for their conservation by working with local conservation organizations and land trusts.	Rec. Department Economic Development Ecotat	Ongoing
R-4. Approach local abutters to the currant recreational areas and enter into purchase and sale agreements in order to protect and expand future recreational interests of the Town of Hermon and Hermon School Department.	Town Council Rec. Department	Immediate

R-5. Design and map a new recreational layout at the Land & Water Conservation Fund site that includes utilizing the old tennis courts as field area while incorporating new parking opportunities and lighting for safety	Rec. Department School Development	Immediate
R-6. Support the coordination of trail opportunities for multiple user groups including ATV's, horses, hikers, bikers, skiers, snowmobilers	Rec. Department Economic Development Planning Board	Ongoing
R-7. Continue to add new programs and expand recreational opportunities as growth rates demand when new residents support and financial welfare appears sustainable.	Rec. Department	Ongoing
R-8. Support the creation of Adult recreational programs for fitness and wellness that offer opportunities to enhance active and healthy lifestyles	Rec Department	Long term
R-9. Connect residents with private and public passive forms of recreation to create an enrichment component to the existing activity list	Rec. Department	Immediate
R-10. Complete a master trail plan with mapping that shows current and future trail opportunities	Rec. Department	Immediate
R-11. Design a recreation storage building for equipment and program support with shared use between Town and School departments	Rec. Department School Department	Immediate
R-12. Reconstruct Jackson Beach house with an upgrade and repair of the existing facility	Town Council Rec. Department Public Works	Ongoing
R-13. Create a maintenance budget for Jackson Beach property and its care seasonally.	Town Manager Town Council Rec. Department	Immediate
R-14. Improve playground area with new equipment that is age appropriate for the Elementary School and Recreational Program through a shared project between Town and School	Rec. Department School Department	Long Term

R-15. Include any capital needs identified for recreation in the Capital Investment Plan (State required)	Town Manager Town Council Rec. Department	Ongoing
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6. WATER RESOURCES

Hermon's water resources play an important role in the health, safety, aesthetics, and quality of life in the town. The town depends upon the existence of clean aquifers for fresh drinking water, and healthy lakes, ponds, and streams for recreational use. Proper stewardship of surface water resources can also provide valuable protection against flooding.



Hermon recognizes the importance of the valuable water resources it depends upon, and has sought to provide guidance and standards for their protection and preservation in this chapter.

6.1 GENERAL GOALS

- To protect the quality and manage the quantity of the State's water resources, including lakes, aquifers, great ponds, estuaries, rivers, and coastal areas.
- To protect Hermon's great water resources for their recreational, ecological and water supply values by recognizing the correlation between land use and water quality.

6.2 POLICIES

The Town of Hermon will:

1. Continue to protect regional water supply sources in cooperation with neighboring communities;
2. Address and educate property owners on the impacts nonpoint source pollution and invasive species on Hermon waterways and waterbodies;
3. Pursue opportunities to exchange land parcels with the Town of Hampden to bring the entire perimeter of Hermon Pond within Hermon town boundaries;
4. Protect water resources in growth areas while promoting more intensive development in those areas (State required); and
5. Cooperate with neighboring communities and regional/local advocacy groups to protect water resources (State required).

6.3 WATER RESOURCES RECOMMENDATIONS/IMPLEMENTATION STRATEGIES

Ongoing is used for regularly recurring activities; *Immediate* is used for strategies to be addressed within two years after the adoption of this Comprehensive Plan; and *Long-term* is assigned for strategies to be address within ten years.

Water Resources Recommendation/ Implementation Strategy	Responsible Party(ies)	Timeframe
WR-1. Act to expand awareness of the threat of milfoil and other invasive aquatic plants and provide educational materials at appropriate locations regarding invasive species.	Rec. Department Town Office	Ongoing
WR-2. Amend local ordinances to consider the viewscape values of its wetlands, water bodies and waterways in approving development applications.	Planning Board Town Council	Ongoing
WR-3. Continue to support an appreciation of water recreation through the maintenance of Jackson Beach and appurtenant facilities.	Rec. Department Town Manager Town Council	Ongoing
WR-4. Promote low-impact development techniques at construction sites to minimize surface water runoff and maximize natural on-site water filtration and evaluate the inclusion of low-impact development design and construction standards in project application criteria.	Planning Board	Ongoing
WR-5. Pursue the swapping of land interests around Hermon Pond with the Town of Hampden to expand local protection of the resource.	Planning Board Town Manager Town Council	Long-term
WR-6. Strengthen the protections around Tracy and Hermon Ponds and around the Hermon Bog.	Planning Board	Ongoing
WR-7. Confirm that all local ordinances ensure stormwater runoff performance standards meet those required by other levels of government.	Planning Board Code Enforcement	Ongoing
WR-8. Participate in local and regional efforts to monitor, protect and, where warranted, improve water quality.	Planning Board Code Enforcement Town Manager	Ongoing
WR-9. Consider ways to monitor the effects of road salting on residential wells.	Town Manager Public Works	Ongoing

WR-10. Work with Maine DEP to address the wastewater issues on the southeast shore of Hermon Pond created by malfunctioning, inadequate or non-existent disposal systems.	Code Enforcement Officer	Immediate
WR-11. Amend local land use ordinances as applicable to incorporate stormwater runoff performance standards consistent with: a. The Maine Stormwater Management Law and Stormwater Rules (Title 38 MRSA Section 420-D and 06-096 CMR 500 and 502). b. DEP's allocations for allowable levels of phosphorus in lake/pond watersheds. c. The Maine Pollution Discharge Elimination System Stormwater Program	a. Planning Board Code Enforcement b. Planning Board Code Enforcement c. Planning Board Code Enforcement	Ongoing
WR-12. State Required: Update the floodplain management ordinance as necessary to be consistent with state and federal standards.	Planning Board Code Enforcement	Ongoing
WR-13. State Required: Enact public wellhead and aquifer recharge area protection mechanisms, as necessary.	Town Manager Town Council Planning Board	Ongoing
WR-14. State Required: Provide water quality "best management practices" information to farmers and loggers.	Planning Board Code Enforcement	Ongoing
WR-15. State Required: Adopt water quality protection practices and standards for construction and maintenance of public roads and properties and require their implementation by the community's officials, employees and contractors.	Town Manager Planning Board	Ongoing

7. CRITICAL NATURAL RESOURCES

Maine's Natural Resources Protection Act declares “...that the State's rivers and streams, great ponds, fragile mountain areas, freshwater wetlands, significant wildlife habitat, coastal wetlands, and coastal sand dune systems are resources of state significance. ...The Act further finds and declares that there is a need to facilitate research, develop management programs and establish sound environmental standards that will prevent degradation of and encourage the enhancement of these resources [and that] the cumulative effect of frequent minor alterations and occasional major alterations of these resources pose a substantial threat to the environment and economy of the State and its quality of life.”



This section recommends strategies for maintaining and enhancing Hermon's critical natural resources habitat while promoting a healthy landscape for wildlife, plants, and people. The town's rural setting, with all its natural features, is considered one of its most desirable qualities, one which citizens consider important to protect.

Natural resources information is useful in identifying opportunities and constraints for development and for protecting environmentally sensitive areas. The natural resources within Hermon also contribute greatly to the quality of life in the town. These resources provide open spaces that are valued for recreational opportunities such as fishing, boating, snowmobiling, hunting, canoeing, nature watching, hiking, and cross-country skiing, and more.

7.1 GENERAL GOALS

- To protect the State's other critical natural resources, including without limitation, wetlands, wildlife and fisheries habitat, sand dunes, shorelands, scenic vistas, and unique natural areas.
- To protect and promote the enjoyment of Hermon's unique natural resources, especially Hermon Pond, the Hermon Bog, Ecotat Gardens, and specifically identified viewscapes.

7.2 POLICIES

The Town of Hermon will:

1. Explore and evaluate regulatory and non-regulatory means to maximize the protection of its irreplaceable critical natural resources;
2. Make protecting wildlife corridors a priority in its development decisions;
3. Continue to support the mission of Ecotat Gardens and explore the expansion of its relationship with the non-profit;
4. Proactively explore opportunities to permanently protect its valued open spaces and vistas, and work with neighboring communities to protect shared resources; and
5. Continue to support a sustainable diversity of uses of its natural resources.

7.3 CRITICAL NATURAL RESOURCES RECOMMENDATIONS/IMPLEMENTATION STRATEGIES

Ongoing is used for regularly recurring activities; *Immediate* is used for strategies to be addressed within two years after the adoption of this Comprehensive Plan; and *Long-term* is assigned for strategies to be address within ten years.

Critical Natural Resources Recommendation/ Implementation Strategy	Responsible Party(ies)	Timeframe
CR-1. Explore the establishment of a land trust or agency to accept and manage land that is set aside in conservation easements or town ownership to provide open land.	Town Council	Long-term
CR-2. Research an ordinance for hunting that is consistent with Hermon as a rural community that allows hunting but better ensures safety near residential development.	Town Council Rec. Department	Long-term
CR-3. Strengthen local regulatory protections around Tracy and Hermon Ponds and around the Hermon Bog.	Town Council Planning Board	Ongoing

CR-4. Inventory Hermon's scenic resources and prioritize their value for protection.	Town Manager Town Council Rec. Department	Ongoing
CR-5. Continue to participate in the regional Greenprinting project.	Town Manager Town Council Economic Development	Ongoing
CR-6. State Required: Amend local shoreland zone standards to meet current state guidelines.	Town Council Planning Board	Ongoing
CR-7. State Required: Designate critical natural resources as Critical Resource Areas in the Future Land Use Plan.	Town Council Planning Board	Ongoing
CR-8. State Required: Through local land use ordinances, require subdivision or non-residential property developers to look for and identify critical natural resources that may be on site and to take appropriate measures to protect those resources, including but not limited to, modification of the proposed site design, construction timing, and/or extent of excavation.	Planning Board	Ongoing
CR-9. State Required: Through local land use ordinances, require the planning board (or other designated review authority) to incorporate maps and information provided by the Maine Beginning with Habitat program into their review process.	Planning Board Code Enforcement	Ongoing
CR-10. State Required: Adopt natural resource protection practices and standards for construction and maintenance of public roads and properties and require their implementation by the community's officials, employees, and contractors.	Town Council Planning Board Code Enforcement	Ongoing
CR-11. State Required: Distribute or make available information to those living in or near critical natural areas about applicable local, state or federal regulations.	Planning Board Code Enforcement	Ongoing

8. HISTORIC AND ARCHAEOLOGICAL RESOURCES

Hermon has a rich heritage from which its residents derive a sense of identity and community. This history gives Hermon its unique qualities, and its distinction. The culture of Hermon's past residents is kept vibrant through the efforts of community members. The Town recognizes the importance of historical and archaeological artifacts, stories, and culture, and seeks to preserve them for future generations of Hermon residents, as outlined in this chapter.



8.1 GENERAL GOALS

- To preserve Hermon's historic and archeological resources.
- To identify and protect sites and resources representing Hermon's heritage.

8.2 POLICIES

The Town of Hermon will:

1. Continue to support the work of its local historical society;
2. Support the preservation of early original Town publications and artifacts;
3. Continue to support the identification of locally valued sites for preservation efforts;
4. Continue to support maintenance of important local landmarks; and
5. Protect to the greatest extent practicable, the significant historic and archaeological resources in the community (State required).

8.3 HISTORIC AND ARCHAEOLOGICAL RESOURCES RECOMMENDATIONS/IMPLEMENTATION STRATEGIES

Ongoing is used for regularly recurring activities; *Immediate* is used for strategies to be addressed within two years after the adoption of this Comprehensive Plan; and *Long-term* is assigned for strategies to be address within ten years.

Historic and Archaeological Resources	Responsible Party(ies)	Timeframe
Recommendation/ Implementation Strategy		
HA-1. Evaluate the development of a system for the preservation of early maps, photographs, documents and artifacts.	Town Manager Town Clerk	Long-term
HA-2. Promote volunteer involvement in preserving and promoting the one-room Schoolhouse.	Historical Society	Ongoing
HA-3. Encourage, through grants, the completion of professional field work (inventories, surveys, and analyses) on archaeological/historical sites by interested parties, focusing on the earliest European sites and those eligible for inclusion on the National Register of Historic Places.	Town Council Historical Society	Long-term
HA-4. Identify all sites in Town potentially having significant local importance for protection of heritage.	Rec. Department Historical Society	Long-term
HA-5. State required: For sites with identified potential for historical and archeological resources, through local land use ordinances require subdivision or non-residential property developers to look for and identify any historical and archaeological resources, and to take appropriate	Planning Board Code Enforcement	Ongoing

measures to protect those resources, including but not limited to, modification of proposed site design, construction timing, and/or extent of excavation.		
HA-6. Ensure that the Planning Board evaluates historical significance on all properties proposed for development by to incorporating maps and information provided by the Maine Historic Preservation Commission into their review process.	Planning Board Code Enforcement	Ongoing
HA-7. Ensure that the community utilizes available regional, state and national historic preservation resources.	Planning Board Historical Society	Ongoing
HA-8. Appoint a Bicentennial Planning Committee to develop a plan for 2014.	Town Council	Immediate

9. AGRICULTURE AND FORESTRY RESOURCES

Hermon has a very pleasing rural character with a mix of forest and agricultural lands. If this character is lost or diminished, there is a possibility that property values could diminish with respect to residential and rural areas. The rural character of the Town also has a tendency to help protect other resources within the Town such as wildlife, fisheries, and general ecologic stability.



Hermon's agricultural resources contribute to the overall economic stability of the Town. The Town's location is ideal for agricultural production with acceptable returns; therefore, there is an economic incentive for the Town and landowners to practice sound management of its agricultural resources, not only for the product values, but also for other non-commercial resource values.

This section provides recommendations to encourage and augment agricultural and forestry resource-based enterprises in Hermon. Recognizing that the rural agricultural and forest lands are an important asset to Hermon's ambiance; The Town must work to support the small family farms, promote tree growth, be seen as a leader in forest management for the region, and other agricultural based ventures.

9.1 GENERAL GOALS

- To safeguard the State's agricultural and forest resources from development which threatens those resources.
- To support and encourage Hermon's remaining successful agricultural and forestry enterprises in environmentally sound manners and encourage their economic viability.

9.2 POLICIES

The Town of Hermon will:

1. Continue to recognize that the wise use of its agricultural and forestry resources contribute to a high quality of life that includes scenic vistas and recreational opportunities;
2. Promote the expansion of conservation efforts aimed at protecting its working landscape, safeguarding prime farmland, important forests, open space and wildlife habitats;
3. Continue to support multiple uses of its outdoor resources, encouraging the balance of public and private interests in local ecosystems; and
4. Promote the use of best management practices for timber harvesting and agricultural production (State required).

9.3 AGRICULTURAL & FORESTRY RESOURCES RECOMMENDATIONS/IMPLEMENTATION STRATEGIES

Ongoing is used for regularly recurring activities; *Immediate* is used for strategies to be addressed within two years after the adoption of this Comprehensive Plan; and *Long-term* is assigned for strategies to be address within ten years.

Agricultural & Forestry Resources Recommendation/ Implementation Strategy	Responsible Party(ies)	Timeframe
AF-1. Educate and encourage landowners of large agricultural or wooded properties to preserve open space consistent with a regional open space plan.	Town Council Planning Board	Long-term
AF-2. Evaluate Town regulations and policies to encourage new agricultural and forestry-related economic activities such as farm stores, farmers' markets, pick-your-own operations.	Town Council	Long-term
AF-3. Evaluate proposed developments within the contexts of prime and valuable soils.	Town Assessor Economic Development Planning Board	Long-term

AF-4. Support the use of best management practices for timber harvesting and agricultural production as endorsed by Soil and Water Conservation District staff.	Planning Board	Ongoing
	Code Enforcement	
AF-5. Continue to work with the Maine Forest Service District Forester when developing any land use regulations pertaining to forest management practices	Planning Board	Ongoing
	Code Enforcement	
AF-6. State required: Amend land use ordinances to require commercial or subdivision developments in critical rural areas to maintain areas with prime farm soils as open space to the greatest extent practicable.	Planning Board	Ongoing
AF-7. State required: Limit non-residential development in critical rural areas to natural resource-based businesses and services, nature tourism/outdoor recreation businesses, farmers' markets, and home occupations.	Planning Board	Long-term
	Rec. Department	
AF-8. State required: Encourage owners of productive farm and forest land to enroll in the current use taxation programs.	Town Assessor	Ongoing

10. PUBLIC FACILITIES AND SERVICES

Public facilities and services are provided by the municipality for the purposes of protecting the health, safety and welfare of its residents. The adequacy of these facilities and services directly affects the quality of life and the economic well-being of the community. Just as a business has capital investments, employees, and offers services, so do municipalities.



Public facilities and services have a direct relationship with property tax rates as services and facilities are usually funded through local tax revenues. Recent growth within the community has increased the demand for services and facilities typically extended by larger communities. Within the context of a community like Hermon, most residents do not expect the full range of services but must still be cognizant of increased expectations and plan for the provision of services to meet the growing needs of the community. The residents of the community recognize the efforts made by the municipal leaders to offer a full range of services but do so while remaining cognizant that the increased expectations of services also translates into increased costs.

Among the challenges facing Hermon is the reconciling of the expectations of long-term residents as opposed to those of newcomers. The mindset of Hermon being a sleepy rural town of modest needs is inconsistent with its population being among the largest in the state.

The Town's preference is to depend upon a business tax base to help keep property taxes down. That reliance in turn requires the public services and facilities to support those businesses and the public they attract. This has, in part, driven the development of the Hermon.net internet service for the whole town. It is anticipated that this will, in turn, be expanded to broadband capacity, and possibly phone service. While traditionally such services would have been left to the private sector, this provision is part of a strategy to support the Town's overall infrastructure.

This section reviews the existing public facilities and services provided by and available to the citizens and businesses of the community. Focused on estimating future needs based on anticipated growth and economic development, current facilities and services will be analyzed to determine if those facilities and services will adequately serve the needs of the town over the next ten years.

10.1 GENERAL GOALS

- To plan for, finance, develop and maintain Hermon's system of public facilities and services to accommodate anticipated growth and economic development.
- To prevent the development of sprawl.

10.2 POLICIES

The Town of Hermon will:

1. Continue to strive to provide courteous, efficient public services to all residents;
2. Continue to encourage the cooperation of its component departments to augment the services necessary to meet Town needs;
3. Remain firm in its desire to have its own post office and ZIP identifier;
4. Continue to explore ways to engage Hermon's citizenry in municipal matters;
5. Support efforts to regionalize services when it would result in more cost-effective service without sacrificing quality of service for police, public works, fire and rescue;
6. Encourage broad citizen participation to enhance system equity and avoid vocal minorities biasing Town decisions; and
7. Provide public facilities and services in a manner that promotes and supports growth and development in identified growth areas (State required).

10.3 PUBLIC FACILITIES AND SERVICES RECOMMENDATIONS/IMPLEMENTATION STRATEGIES

Ongoing is used for regularly recurring activities; *Immediate* is used for strategies to be addressed within two years after the adoption of this Comprehensive Plan; and *Long-term* is assigned for strategies to be address within ten years.

Public Facilities and Services Recommendation/ Implementation Strategy	Responsible Party(ies)	Timeframe
PF-1. Formalize town policy regarding the installation of street lights.	Town Manager Town Council	Ongoing
PF-2. Improve or redesign or expand the Town Office to provide more room.	Town Manager and Staff Town Council	Ongoing
PF-3. Act upon the appropriateness of a community / recreation center to serve the age ranges of its population.	Rec. Department	Ongoing
PF-4. Decide to maximize the availability of library services and resources for residents given the limitations of security requirements in the public schools.	Town Council	Long-term
PF-5. Continue to monitor the cost effectiveness of the current recycling program and evaluate the practicality of curbside pick-up. Explore creative regional cooperation opportunities.	Town Manager Town Council	Ongoing
PF-6. Designate growth areas where future sewer expansion is planned for and require developers to install hookups in these areas.	Town Manager Town Council Economic Development	Long-term

PF-7. Continue to utilize and experiment with multiple venues for communicating with residents: signage, internet, postal, public access TV.	All Departments	Ongoing
PF-8. Encourage (via education, information, outreach, alternate scheduling) increased citizen involvement in elections, at Town meetings and on committees.	Town Manager Town Clerk	Ongoing
PF-9. Identify, evaluate and prioritize potential additional land to expand Hermon's cemetery capacities. Parcels already proposed have included 6 acres on Coldbrook Road, land adjacent to Evergreen Cemetery, and 15 acres at Snow's corner.	Town Manager Town Council	Ongoing
PF-10. Honor Town employees for their dedication to service, recognizing that an increasing population imposes increasing demands on their time and services, usually without commensurate pay.	Town Council	Ongoing
PF-11. Work with cellular providers and state officials to improve cell phone coverage and service.	Town Manager Code Enforcement	Ongoing
PF-12. Promote and expand existing policies on salt contamination along road ways.	Town Manager Town Council Public Works	Ongoing
PF-13. Pursue the opportunity to have a dedicated post office for the Town of Hermon.	Town Council	Long-term
PF-14. Increase citizen participation by pursuing the capability to air Town meetings via live broadcasts on the public access channel.	Town Manager Town Council	Ongoing
PF-15. Evaluate the need for expanded electrical capacity or redundancy for areas of Town to decrease rural outages and meet increasing demand due to expansion of electronic dependencies.	Town Manager Town Council	Ongoing

PF-16. Locate new public facilities comprising at least 75% of new municipal growth-related capital investments in designated growth areas. (State required)	Town Manager	Ongoing
	Town Council	
PF-17. Explore options for regional delivery of local services. (State required)	Town Manager	Ongoing

11. FISCAL CAPACITY AND CAPITAL INVESTMENT PLAN

Stable municipal finances are the fundamental responsibility of town government. The primary funding source for municipal government is property tax revenues. Stability in both the government and in the mil rate plays a role in future economic development and business location. In order for a municipality to maintain a consistent mil rate from year to year, town government must operate in manner that is fiscally responsible. Hermon currently has the largest percent of town revenues from excise taxes of any Maine municipality, and would like to continue the tradition of less dependence on property taxes

The goal of this section is to plan for, finance, and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development without placing an enormous burden on the town's taxpayers. This section makes recommendations that should be applied to the governance and administration of Hermon in order to further improve the town's financial position.

11.1 GENERAL GOALS

- To maximize the efficient use of Hermon's municipal revenues and facilities.
- To provide fiscal security for the orderly growth and development of Hermon, making efficient use of public services and facilities.

11.2 POLICIES

The Town of Hermon will:

1. Minimize the tax burden on residential property owners by promoting economic development in its industrial parks;
2. Take advantage of enterprise opportunities to expand the range of services the Town can offer amongst its departments;
3. Continue the policy of sharing its physical structures among multiple user groups;
4. Continue and expand its use of its Capital Improvement Plan for better long-term forecasting and planning;

5. Strive to maintain its excellent bond rating;
6. Explore grant opportunities to augment its ability to make community improvements;
7. Research and implement ways to budget for outcomes and long-term objectives;
8. Support efforts to regionalize services when it would result in more cost-effective service without sacrificing quality of services;
9. Continue to measure property taxes from many perspectives, but always from single family homes and the overall commitment;
10. Work with the State Legislature to promote strong fiscal goals that do not shift financial burdens to local property taxes; and
11. Direct a minimum of 75% of new municipal growth-related capital investments into designated growth areas in the Future Land Use Plan (State required).
12. Reduce Maine's tax burden by staying within LD 1 spending limits (State required).

11.3 FISCAL CAPACITY AND CAPITAL INVESTMENT PLAN RECOMMENDATIONS/IMPLEMENTATION STRATEGIES

Ongoing is used for regularly recurring activities; *Immediate* is used for strategies to be addressed within two years after the adoption of this Comprehensive Plan; and *Long-term* is assigned for strategies to be address within ten years.

Public Facilities and Services Recommendation/ Implementation Strategy		Responsible Party(ies)	Timeframe
PF-1.	Formalize town policy regarding the installation of street lights.	Town Manager Town Council	Ongoing
PF-2.	Improve or redesign or expand the Town Office to provide more room.	Town Manager and Staff Town Council	Ongoing
PF-3.	Act upon the appropriateness of a community / recreation center to serve the age ranges of its population.	Rec. Department	Ongoing
PF-4.	Decide to maximize the availability of library services and resources for residents given the limitations of security requirements in the public schools.	Town Council	Long-term

PF-5. Continue to monitor the cost effectiveness of the current recycling program and evaluate the practicality of curbside pick-up. Explore creative regional cooperation opportunities.	Town Manager Town Council	Ongoing
PF-6. Designate growth areas where future sewer expansion is planned for and require developers to install hookups in these areas.	Town Manager Town Council Economic Development	Long-term
PF-7. Continue to utilize and experiment with multiple venues for communicating with residents: signage, internet, postal, public access TV.	All Departments	Ongoing
PF-8. Encourage (via education, information, outreach, alternate scheduling) increased citizen involvement in elections, at Town meetings and on committees.	Town Manager Town Clerk	Ongoing
PF-9. Identify, evaluate and prioritize potential additional land to expand Hermon's cemetery capacities. Parcels already proposed have included 6 acres on Coldbrook Road, land adjacent to Evergreen Cemetery, and 15 acres at Snow's corner.	Town Manager Town Council	Ongoing
PF-10. Honor Town employees for their dedication to service, recognizing that an increasing population imposes increasing demands on their time and services, usually without commensurate pay.	Town Council	Ongoing
PF-11. Work with cellular providers and state officials to improve cell phone coverage and service.	Town Manager Code Enforcement	Ongoing
PF-12. Promote and expand existing policies on salt contamination along road ways.	Town Manager Town Council Public Works	Ongoing
PF-13. Pursue the opportunity to have a dedicated post office for the Town of Hermon.	Town Council	Long-term
PF-14. Increase citizen participation by pursuing the capability to air Town meetings via live broadcasts on the public access channel.	Town Manager Town Council	Ongoing
PF-15. Evaluate the need for expanded electrical capacity or redundancy for areas of Town to decrease rural outages and meet increasing demand due to expansion of electronic dependencies.	Town Manager Town Council	Ongoing

PF-16. Locate new public facilities comprising at least 75% of new municipal growth-related capital investments in designated growth areas. (State required)	Town Manager Town Council	Ongoing
PF-17. Explore options for regional delivery of local services. (State required)	Town Manager	Ongoing

11.4 CAPITAL INVESTMENT PLAN

Hermon's Five-year Capital Investment Plan is on the following page. For planning purposes, the planned capital expenditures in the Five-year CInP can be extrapolated out to the next five year period.

TOWN OF HERMON

FIVE-YEAR CAPITAL SCHEDULE

ITEM	DEPT.	YR.	EST. LIFE	COST NEW	REPL COST	TRADE VALUE	NET TO REPL.	ANNUAL DPRCST	REPL YR-EST	to start	09/10	10/11	11/12	12/13	13/14
401 Engine	FD	1996	30	285,000	438,900	10,000	428,900	14,297	2026	171560	14,297	14,297	14,297	14,297	14,297
403 Engine	FD	1975	30	325,000	334,750	500	334,250	11,142	2005	0	11,142	11,142	11,142	11,142	11,142
404 Tanker	FD	1989	30	200,000	266,000	8,000	258,000	8,600	2019	163400	8,600	8,600	8,600	8,600	8,600
406 Brush Truck	FD	1993	15	40,000	41,200	1,500	39,700	2,647	2008	41,200	2,647	2,647	2,647	2,647	2,647
412 Engine	FD	1990	30	285,000	379,050	28,000	351,050	11,702	2020	140420	11,702	11,702	11,702	11,702	11,702
Generator	FD	2009	30	27,400	52,060	1,500	50,560	1,685	2039	0	1,685	1,685	1,685	1,685	1,685
Thermal Imaging	FD	2005	10	20,000	26,000	0	26,000	2,600	2015		2,600	2,600	2,600	2,600	2,600
	FD							52,672		516580	52,672	52,672	52,672	52,672	52,672
	FD										0	0	0	0	0
	FD										0	0	0	0	0
FORD-CRUISER	PD	2006	4	25,000	28,000	2,000	26,000	6,500	2010		6,500	6,500	6,500	6,500	6,500
FORD-CRUISER	PD	2008	4	28,316	31,714	2,000	29,714	7,428	2012		7,428	7,428	7,428	7,428	7,428
FORD-CRUISER	PD	2003	4	20,840	23,341	2,000	21,341	5,335	2007		5,335	5,335	5,335	5,335	5,335
FORD-CRUISER	PD	2006	4	20,616	23,090	2,000	21,090	5,272	2010		5,272	5,272	5,272	5,272	5,272
								24,536			24,536	24,536	24,536	24,536	24,536
F650	PW	2004	15	76,882	111,479	4,000	107,479	7,165	2019		7,165	7,165	7,165	7,165	7,165
GMC 4x4 3500	PW	2006	5	21,732	24,992	2,500	22,492	4,498	2011		4,498	4,498	4,498	4,498	4,498
KUBOTA w/ attach.	PW	2003	15	56,000	81,200	2,500	78,700	5,247	2018		5,247	5,247	5,247	5,247	5,247
15 Ton Trailer	PW	2008	8	14,658	18,176	1,000	17,176	2,147	2016		2,147	2,147	2,147	2,147	2,147
								19,057			19,057	19,057	19,057	19,057	19,057
Pump Station Coldbrook	SW	2000	25	80,000	116,000	0	116,000	4,640			5,800	5,800	5,800	5,800	5,800
Pump Station Hammond	SW	1997	25	123,195	215,591	0	215,591	8,624			10,780	10,780	10,780	10,780	10,780
Pump Station Odlin	SW	1998	15	220,000	319,000	0	319,000	21,267			26,583	26,583	26,583	26,583	26,583
								34,530	* 25%		43,163	43,163	43,163	43,163	43,163
								\$ 43,162.90							
Util. Tractor	Rec	2007	15	15,822	22,942	2,000	20,942	1,396	2022		1,396	1,396	1,396	1,396	1,396
Rake for Tractor	Rec	2007	8	5,900	8,555	1,000	7,555	944	2015		944	944	944	944	944
								2,341			2,341	2,341	2,341	2,341	2,341
TOTALS				1,161,444	1,441,051	57,500	1,383,551	133,136			141,769	141,769	141,769	141,769	141,769

FIVE-YEAR CAPITAL SCHEDULE BUILDINGS

ITEM	DEPT.	YR.	EST. LIFE	COST NEW	REPL COST	TRADE VALUE	NET TO REPL.	ANNUAL DPRCST	REPL YR-EST		09/10	10/11	11/12	12/13	13/14
Public Safety Bldg	PS	2008	50	1,500,000	3,750,000	0	3,750,000	25,000	2058		25,000	25,000	25,000	25,000	25,000
Sand Shed	PW	1986	30	339,763	645,550	0	645,550	21,518	2016		21,518	21,518	21,518	21,518	21,518
Salt Shed	PW	2003	30	34,725	65,978	0	65,978	2,199	2033		2,199	2,199	2,199	2,199	2,199
PW Garage	PW	2008	30	32,000	60,800	0	60,800	2,027	2038		2,027	2,027	2,027	2,027	2,027
Town Office	TW	2008	40		1,000,000	0	1,000,000	25,000	2048		25,000	25,000	25,000	25,000	25,000
Rec.	Rec.	?	?					40,000			40,000	40,000	40,000	40,000	40,000
								115,744			115,744	115,744	115,744	115,744	115,744

FIVE-YEAR RESERVE SCHEDULE

ITEM	DEPT.	YR.	EST. LIFE	PER YEAR	CURR BAL.		Annual Budget			09/10	10/11	11/12	12/13	13/14
Municipal Unemploy.				2,000		0	2,000			2,000	2,000	2,000	2,000	2,000
Land Acquisition				30,000		0	30000			30,000	30,000	30,000	30,000	30,000
Planning and Ordin.				10,000		0	10000			10,000	10,000	10,000	10,000	10,000
Econ. Dev.				40,000		0	40000			40,000	40,000	40,000	40,000	40,000
Technology				5,000		0	5000			5,000	5,000	5,000	5,000	5,000
Highway Capital							125,000			125,000	125,000	125,000	125,000	125,000
Sub Total							212,000			212,000	212,000	212,000	212,000	212,000

ROADS ARE IN A SEPARATE PLAN, BUT RESERVES SHOWS AND ANNUAL COMMITMENT TO PROJECTED FUTURE WORK.

GRAND TOTAL							460,880			469,513	469,513	469,513	469,513	469,513
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12. FUTURE LAND USE PLAN

Land use directly affects a town's character. Patterns of land use within the community and how these change over time impact the community's future. The importance of prudent land use and the relative irreversibility of land use decisions are not concepts customarily understood. Hermon must strive to find a balance between maintaining property rights for landowners, while encouraging a responsible and insightful plan for future development in the community.

Land use regulation and decisions have traditionally permitted economic factors to drive development patterns and location rather than following sound land use principles and priorities. Although the land use plan is shaped by the policies developed in each section, consideration is given to the existing land use patterns and the expected future land use needs. Existing land use patterns are reviewed and efforts are made to minimize non-conforming uses within each proposed zone.

Growth management legislation requires the creation of growth and rural zones. The designation of growth zones is intended to direct development to areas most suitable for such growth and away from areas where growth and development would be incompatible with the protection of rural resources. Based on growth management, growth areas are to be located close to municipal services to minimize the cost to the municipality for the delivery and maintenance of these services. The designation of rural zones is intended to protect agricultural, forest, scenic areas, and other open space land areas from incompatible development and uses.

12.1 GENERAL GOALS

- To encourage the orderly growth and development in appropriate areas, while protecting Hermon's rural character, making efficient use of public services and guide development.
- To maintain the essence of Hermon as a community neighboring Bangor, serving a suburban function with a rural feel.

12.2 POLICIES

The Town of Hermon will:

1. Approve development that is consistent with the vision outlined in this comprehensive plan;
2. Shape the future of its landscape by regulating the types and intensities of development allowed in various parts of town;
3. Encourage development in designated growth areas by directing a minimum of 75% of new municipal growth-related capital investments into designated growth areas (State required);
4. Ensure that allowed development does not overtax the community's infrastructure and carefully plan growth of infrastructure to meet the needs of its growing community;
5. Provide opportunities for and access to a reasonable level of consumer products and services in the village center;
6. Promote the development of industrial zones near Bangor and transportation corridors (rail, I-95, etc.);
7. Expand interest and efforts in preserving Hermon's open space and utilization of existing natural resources, working with existing local trust organizations and regional planning efforts;
8. Protect critical resource areas from the impacts of development (State required);
9. Coordinate Hermon's land use strategies with other local and regional land use planning efforts (State required);
10. Establish efficient permitting procedures, especially in growth areas (State required); and
11. Extend water and/or sewer lines only to designated growth areas.

12.3 LAND USE RECOMMENDATIONS/IMPLEMENTATION STRATEGIES

Ongoing is used for regularly recurring activities; *Immediate* is used for strategies to be addressed within two years after the adoption of this Comprehensive Plan; and *Long-term* is assigned for strategies to be address within ten years.

Public Facilities and Services Recommendation/ Implementation Strategy	Responsible Party(ies)	Timeframe
PF-1. Formalize town policy regarding the installation of street lights.	Town Manager Town Council	Ongoing
PF-2. Improve or redesign or expand the Town Office to provide more room.	Town Manager and Staff Town Council	Ongoing
PF-3. Act upon the appropriateness of a community / recreation center to serve the age ranges of its population.	Rec. Department	Ongoing
PF-4. Decide to maximize the availability of library services and resources for residents given the limitations of security requirements in the public schools.	Town Council	Long-term
PF-5. Continue to monitor the cost effectiveness of the current recycling program and evaluate the practicality of curbside pick-up. Explore creative regional cooperation opportunities.	Town Manager Town Council	Ongoing
PF-6. Designate growth areas where future sewer expansion is planned for and require developers to install hookups in these areas.	Town Manager Town Council Economic Development	Long-term
PF-7. Continue to utilize and experiment with multiple venues for communicating with residents: signage, internet, postal, public access TV.	All Departments	Ongoing
PF-8. Encourage (via education, information, outreach, alternate scheduling) increased citizen involvement in elections, at Town meetings and on committees.	Town Manager Town Clerk	Ongoing

PF-9. Identify, evaluate and prioritize potential additional land to expand Hermon's cemetery capacities. Parcels already proposed have included 6 acres on Coldbrook Road, land adjacent to Evergreen Cemetery, and 15 acres at Snow's corner.	Town Manager Town Council	Ongoing
PF-10. Honor Town employees for their dedication to service, recognizing that an increasing population imposes increasing demands on their time and services, usually without commensurate pay.	Town Council	Ongoing
PF-11. Work with cellular providers and state officials to improve cell phone coverage and service.	Town Manager Code Enforcement	Ongoing
PF-12. Promote and expand existing policies on salt contamination along road ways.	Town Manager Town Council Public Works	Ongoing
PF-13. Pursue the opportunity to have a dedicated post office for the Town of Hermon.	Town Council	Long-term
PF-14. Increase citizen participation by pursuing the capability to air Town meetings via live broadcasts on the public access channel.	Town Manager Town Council	Ongoing
PF-15. Evaluate the need for expanded electrical capacity or redundancy for areas of Town to decrease rural outages and meet increasing demand due to expansion of electronic dependencies.	Town Manager Town Council	Ongoing
PF-16. Locate new public facilities comprising at least 75% of new municipal growth-related capital investments in designated growth areas. (State required)	Town Manager Town Council	Ongoing
PF-17. Explore options for regional delivery of local services. (State required)	Town Manager	Ongoing

12.4 PROPOSED LAND USE DISTRICTS

At the present time Hermon is experiencing significant growth and it is likely to continue into the near future. The purpose of the land use plan and map is to identify general areas of appropriate location and size to accommodate anticipated growth and future development. The proposed land use plan does not endeavor to identify specific parcels or areas needed to accommodate predicted growth and development. Only a detailed site-specific analysis can determine land suitable for development and density levels. In addition, the comprehensive plan has not assessed nor will it assess, the individual landowner's desire to sell his/her land for development, to develop it or to leave it undeveloped.

The land use ordinance for the Town of Hermon will continue to address development concerns with strict performance standards to ensure appropriate development in each district. The schedule of uses shall remain consistent with current and existing development.

With the current interest in the Village Commercial (VC) District for small commercial and retail businesses, it is anticipated that the VC District will be the next growth area. It may become necessary for the Town to look again at the extension of water and sewer along Route 2 and Coldbrook Road. It is anticipated that the existing industrial and commercial parks will look toward expansions as well.

Therefore, this Plan proposes to retain the same district types while expanding upon the existing growth areas zoned. These zones are illustrated on the Future Land Use Map located at the end of this section and described below.

Agriculture/Forest (AF) - Rural Area (encompasses Critical Resource Areas)

This district is established for areas currently farmed or managed for forest products. New dwellings are allowed, but the predominant character of these areas is rural.

Residential A (RA) - Growth Area

This district is established to protect the essential characteristics of a residential area of mostly single-family dwellings, or areas where such development is desired. Agricultural uses such as live-stock shall not be allowed. It is the intent of this district to promote and encourage a suitable environment for family life, by preventing incompatible uses and structures.

Residential B (RB) – Growth Area

This district is established to encourage and protect medium density residential development with single, two and multiple-family dwellings, and certain other facilities residential in character or serving the neighborhood. Also, this district is intended to provide area for public and semi-public uses compatible with and necessary to residential development. At the same time, this district is intended to protect the rural use and character of land and agricultural uses. It is the intent of this district to harmonize agricultural and residential use.

Residential C (RC) – Growth Area

This district is established to encourage and protect medium density residential development with single, two and multi-family dwellings, mobile home parks and certain other facilities residential in character or serving the neighborhood

Village Commercial (VC) – Growth Area

This district is established for new commercial development in the form of mercantile and service businesses which draw their markets locally rather than regionally. This district is intended for the conversion of many of the existing dwellings in the area into a mix of home/offices for professionals who need access to the motoring public (e.g. real estate, insurance, family practice physicians, psychologists, dentists, chiropractors, etc) and conversions into retail or service businesses (such as restaurants, beauty/barber shops, specialty stores, etc), with one or two shopping plaza projects. In order to continue the traditional village mix of uses, new residences shall be permitted in these areas.

Commercial (C) – Growth Area

This district is established to provide for general retail sales, services and business space within the Town of Hermon in locations capable of conveniently servicing the community and oriented primarily to automobile access.

Industrial (I) – Growth Area

This district is established to provide space for existing industries and their expansion and future industrial development for the purpose of manufacturing, processing, treatment, research, warehousing, storage and distribution where there is no danger of explosion or other hazard to health or safety. The intent of this district is to encourage non-polluting industrial development at a safe and reasonable density. This district is also established to accommodate certain commercial and industrial uses, which desire location in spacious, attractive surroundings. Development in this district includes light manufacturing, warehousing, distributing, or other treatment of goods and products, truck terminals and other similar uses, designed to ensure sufficient space for building, expansion, parking, loading facilities, and landscaping.

12.5 GENERAL RECOMMENDATIONS FOR DEVELOPMENT OF ZONING ORDINANCE AND LAND USE PERFORMANCE STANDARDS

The following recommendations outline the direction for any amendments to Hermon's Land Use Ordinance and are intended to be considered when addressing specific issues within the Ordinance. Land use regulations should be kept to the minimum necessary to achieve the goals of the comprehensive plan and to reduce the number of non-conforming properties. It is not the intent of the Comprehensive Planning Committee to impose burdensome requirements on the everyday activities of the town's residents or to create costly enforcement issues for town government. The ultimate goal of growth management is to regulate land use development to the extent necessary to protect natural resources, property values, and ultimately public safety. The imposed regulations should not make the town's residents feel that they have lost their freedom as landowners and, therefore, over-regulation must be avoided. In particular, land use regulations should not be so restrictive that they have negative impacts on existing land use practices.

Regarding the creation and updating of various ordinances, there are some general guidelines that should be followed. In ordinances, specific standards and clear definitions are needed because all ordinances must meet the minimum standards as set forth by state law. In addition, it is very important that any future land use ordinances be consistent with the recommendations of the comprehensive plan. The comprehensive plan provides the legal basis for enacting the ordinances, and their consistency with the plans, goals, and policies will be a major consideration in the event that the ordinances are subject to a legal challenge.

Any future Land Use Ordinance of the Town of Hermon will be developed consistent with the identified needs of the Town in order to protect and preserve natural resources, property values, public safety, health and welfare, provide for affordable housing and ensure the proper future development of the Town.

12.6 OTHER CONSIDERATIONS

The planning board, ordinance committee, code enforcement officer, zoning board of appeals and the Town Council will continually review the land use ordinance, shoreland zoning ordinance, subdivision ordinance, and any other applicable ordinances to ensure that there are no changes required. In reviewing these regulations, the planning board and code enforcement officer will consider whether or not there have been any changes in the minimum requirements of state or federal laws that would require any local amendments to the land use regulations.

In order to educate residents on the local land use ordinances, a list of all local ordinances and when they are applicable should be developed and made available to the public at the town office. An attempt should be made to notify and involve all citizens in the development and amendment of local ordinances.

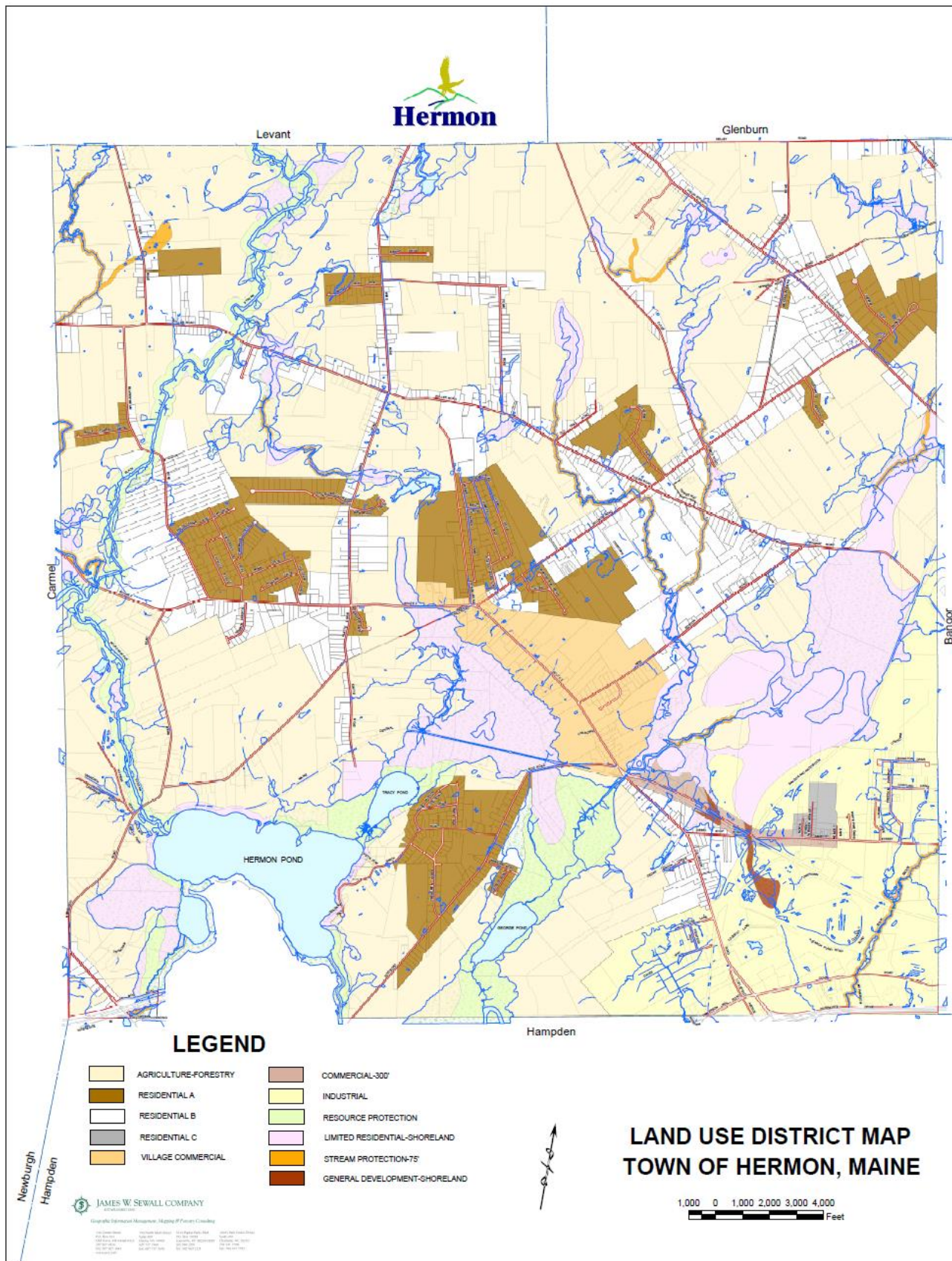
12.7 ENFORCEMENT

The value of any ordinance is dependent on how well it is enforced. In order to achieve better enforcement, two issues are of importance: (1) the education of residents as to the requirements of local and state regulations, and (2) providing for adequate hours for the code enforcement officer to ensure that compliance is taking place. The key to adequate and successful enforcement is providing the code enforcement officer with the proper

legal language and definitions within the land use ordinance. The success of any ordinance depends on the ability of the code enforcement officer to enforce the ordinance and support of the code enforcement department by any management, planning board, and elected officials.

12.8 REGIONAL COORDINATION

Comprehensive planning recognizes the importance of regional cooperation. The land uses in one community can impact another community, particularly when that land use is located near the boundaries of the town. Hermon's regional coordination strategy is outlined in the following section and includes coordinating with neighboring communities on land use issues.



13. REGIONAL CONTEXT & COORDINATION

In a time of decreasing resources, today's local governments are expected to maintain, and often increase, the level and quality of service provided to its community. In addition, the nature of local governance has become increasingly complex, requiring a foundation of knowledge that is oftentimes outside of the scope and capacity of many municipalities. As a result, municipalities must work collaboratively with federal, state, and local governments and organizations to share in the costs, as well as share the technical and legal knowledge required to provide new and traditional services.

13.1 GENERAL GOAL

- To maximize the time, fiscal and natural resource efficiencies that result from regional cooperation and coordination.

13.2 POLICIES

The Town of Hermon will:

1. Actively participate in transportation corridor planning and regional transportation efforts;
2. Continue working with MaineDOT and neighboring communities to ensure that through routes are safe and maintained for their capacity;
3. Continue to pursue opportunities to foster public transportation options among communities outside the Bangor core transit area;
4. Continue to support a safe and efficient regional transportation network conducive to residents' health, safety and recreation;
5. Work with neighboring communities to protect existing wildlife corridors; and
6. Market and develop Hermon's important role as a provider of diverse recreational opportunities in the greater Bangor area.

13.3 REGIONAL CONTEXT & COORDINATION RECOMMENDATIONS/IMPLEMENTATION STRATEGIES

Ongoing is used for regularly recurring activities; *Immediate* is used for strategies to be addressed within two years after the adoption of this Comprehensive Plan; and *Long-term* is assigned for strategies to be address within ten years.

Regional Context & Coordination Recommendation/ Implementation Strategy	Responsible Party(ies)	Timeframe
RC-1. Pursue opportunities for providing local access to regional transportation systems.	Town Manager Town Council Economic Development	Long-term
RC-2. Cooperate and coordinate with our regional neighbors in Greenprinting Open Space project, identifying and prioritizing Town and regional assets to be developed or preserved.	Town Manager Town Council	Long-term
RC-3. Support efforts to regionalize services when it would result in more cost-effective service without sacrificing quality of service for police, public works, fire and rescue. Such efforts include but are not limited to: a. Continue with existing mutual aid agreements; and b. Continue cooperative agreement with County Sheriff's office for dispatching, training and supervision of deputies.	Town Manager Town Council	Ongoing
RC-4. Share in securing certain Town services with other municipalities. Examples include the provision of animal control or assessing personnel.	Town Manager Town Council	Long-term
RC-5. Explore opportunities to partner with Bangor to meet high density residential needs to keep growth in Hermon consistent with a suburban community with minimal infrastructure.	Town Manager Town Council Planning Board Economic Development	Long-term
RC-6. Continue to approach Hampden about a potential land swap on Hermon Pond.	Town Manager	Long-term

