

# Cape Elizabeth Town Council 2018 Goals

## 1. Effective Leadership

*We will provide leadership for the community by enhancing good governance aspects such as transparency, accountability and integrity, and ensuring strong management structures.*

### Potential Implementation Opportunities

- Work with the town manager to commit to the development and implementation of services that address community needs.
  - ***Continuously considered by the council and manager.***
- Encourage the town manager to review succession planning in all departments.
  - ***This is an ongoing effort, recently reflected in the successful hiring process of our new Police Chief, who was developed from within the department.***
- Continue to examine opportunities to share services and resources with other communities.
  - ***This is an ongoing effort, most recently shown by collaborating with South Portland and Portland to receive a combined PACTS grant for new sidewalks in the Town center.***
- Demonstrate through action adherence to the town council rules and Code of Ethics.
  - ***The council has displayed a high level of adherence to the council rules and Code of Ethics, specific examples would be in the area of potential conflicts of interest and the open and transparent nature of their actions.***

## 2. Sustainable Community

*We are committed to a sustainable future and implementation of policies and projects to improve the social, economic and environmental wellbeing of the community.*

### Potential Implementation Opportunities

- Actively support the work of the Comprehensive Planning Committee's ongoing work.
  - ***Actively supported, and ongoing, with the plan's completion and now is progressing to the next phase of the project.***
- Review funding mechanisms for land preservation and for the stewardship of the town's open spaces.
  - ***An active discussion item within the budget discussion as well as use of the sale of surplus land in support of acquiring open space in partnership with the Land Trust.***
- Explore opportunities to enhance the community's diversity.
- Align committees with the long-term mission of sustainability and renewable energy.
  - ***The council created a new, now standing Energy Committee in addition to the high caliber work performed by the Recycling Committee.***

- Facilitate the process to resolve the paper streets issue (Surfside Avenue, Atlantic Place, and Lighthouse Point).
  - ***Multiple efforts deployed to work toward resolution of the paper streets issue. Two community forums were held, which were well attended, in addition to the multiple council workshops and meetings to discuss the issue as well as working through the litigation process which was initiated mid-year.***

### 3. Engaged Citizens

*We will improve and expand communications with citizens and other stakeholders.*

#### Potential Implementation Opportunities

- Continue public forums on specific issues and topics of interest to members of the community.
  - ***Public forums held with an outside facilitator to discuss the paper streets issues.***
- Explore new ways to solicit public input including citizen surveys.
  - ***Surveys employed on multiple items involved in the comprehensive planning process.***
- Develop new communications tools and better leverage existing ones to disseminate information to the public via the creation of a monthly email newsletter from town hall.
  - ***This item needs to be implemented.***
- Consider standardized response protocol for citizen inquiries and communications.
  - ***The council chairman responded to citizen inquiries and communications submitted to the council. The manager responded to all inquiries and communications directed to him, or staff responded within 24 hours of receiving correspondence.***

### 4. Effective Boards and Committees

*We will work with advisory boards and committees to ensure strong focus and alignment of priorities.*

#### Potential Implementation Opportunities

- Conduct an annual orientation and information session for all boards and committees.
  - ***Orientation sessions were held with each board and committee by staff.***
- Request each board and committee to present annual goals and work plans by March 31.
  - ***All boards and committees presented their annual goals, where applicable.***
- Recognize the service of the town's volunteers.
- Implement a system of reporting to enhance communication between the council and committees.

## 5. Improved Infrastructure, Facilities and Services

*We will continue to improve and enhance municipal infrastructure, facilities and delivery of services.*

### Potential Implementation Opportunities

- Work with the Fort Williams Park Committee to review the mission, vision and financial sustainability of Fort Williams Park.
  - ***Multiple meetings with FWPC on items related to mission, vision, operations, and fiscal sustainability. Results of this work were recommendations on commercial traffic and pay and display parking.***
- Receive the report from the Spurwink School Reuse Committee and consider further action.
  - ***Report received and renovation discussion and future relationship with the CEHS is ongoing.***
- Review with community services actions taken since receipt of the report on senior citizens.
  - ***Increased programming specific for senior citizens is happening at Community Services. New multi-passenger bus has assisted in expanding programming as well as an increase in in-town programming.***
- Improve access for commercial and recreational watercraft in the Kettle Cove/Crescent Beach area.
  - ***Harbors Committee report was received and ongoing discussions at the staff level are being held.***
- Explore / improve cellular and telecommunications infrastructure and explore related revenue opportunities.

### Fiscal Management

- Ensure that any new goal or program is reviewed with business model principles.
- Continue to examine opportunities to share services and resources with other communities.
  - ***Ongoing examination.***
- Explore the creation and implementation of a senior citizen property tax relief program.
  - ***Undertaken, and completed, with implementation begun 1/15/2019.***
- Review all municipal fees and revenues sources, including grants.
  - ***Ongoing review. Examples being commercial bus and trolley fees at Fort Williams Park.***