

## **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, always keeping the One Town concept in mind;
- Encourage the town manager to continually evaluate optimal organization/structure of departments and utilization of staff, along with ongoing succession planning and professional development in all departments;
- Continue to examine opportunities to share services and resources with other communities and regional organizations;
- More actively advocate for Cape Elizabeth with state legislators and others groups focused on promoting issues and interests of importance to our community;
- Demonstrate through action adherence to the town council rules and Code of Ethics.

## **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**

- Continue implementation of Comprehensive Plan priority areas and monitor progress toward recommendations;
- Develop climate change goals to be implemented within the next five to ten years, including, but not limited to, identifying staff needs, reviewing town ordinances for necessary changes to support goals, and considering regional collaboration with neighboring municipalities and/ or GPCOG;

- Review funding mechanisms for land preservation and for the stewardship of the town's open spaces;
- Support opportunities to enhance the community's diversity, including a focus on development and preservation of affordable housing both locally and regionally;
- Consider crafting a coastal access plan, including both public access and specific access for commercial fishermen as outlined in recommendations from the 2018 Harbors Committee report;
- Work toward being an age-friendly community by evaluating needs among senior residents and assessing programming needs to include, but not limited to, food security programs, transportation programs, community gardening, and/ or a “sandbuckets-for-seniors” program;
- Continue to implement and promote energy efficiency projects, to include current solar energy project, referring solar and renewable energy standard permit regulations to Planning Board to begin review, LED streetlight conversion, installing electric car charging station(s);
- Work with Cape Fisherman’s Alliance and other interested parties to explore a town committee to help inform marine resources;
- Consider the need for a pesticide/ herbicide ordinance;
- Continue revision of short-term rental ordinance;
- Assess food security needs within the town and develop strategies to address food insecurity in coordination with appropriate departments.

### **3. Fiscal Management**

*We will develop budgets and manage finances in a way that balances the established priorities of the town with economic realities, in alignment with public policy, financial oversight, and operational accountability.*

#### **Potential Implementation Opportunities**

- Maintain a spirit of openness and transparency while being fully accountable to the public for the town's fiscal activities;
- Ensure that any new goal or program is reviewed with business model principles;
- Review all town funding sources, seeking opportunities to optimize existing revenues while also identifying areas of potential new revenues;

- Support town manager and new finance director to evaluate potential new strategic planning, financial planning, and budgeting processes, including GFOA certification;
- Continue to monitor and evaluate the new senior citizen tax relief program.
- Take advantage of budget and/or service-level efficiencies gained from cooperative purchasing and resource sharing with neighboring towns, cities, and other regional entities;
- Consider feasibility of “downtown” development program/ leadership role for town in promoting development in Town Center;
- Complete tax revaluation process;
- Implement routine review of town fee schedules;
- Put out to bid contracted services to determine competitiveness of rates;
- Develop running overview of debt-servicing and coordinate capital needs with debt-servicing plan to minimize significant year-to-year tax increases.

#### **4. 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;
- Explore new ways to solicit public input including citizen surveys.
- Develop new communications tools and better leverage existing ones to disseminate information to the public;
- Continue with standardized response protocol for citizen inquiries and communications, and considering formalizing as policy;
- Continue plans to redevelop and improve town website.

## **5. 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 and direct staff to implement standardized agenda format, which is intended to promote citizen engagement;
- Council to provide direction to committees on conceptual basis, while respecting each committee's freedom to recommend solutions;
- Implement a system of reporting to enhance communication between the council and committees, including potential regular updates at monthly workshops or regular meetings;
- Recognize the service of the town's volunteers.

## **6. Improved Infrastructure, Facilities, Public Safety, and Services**

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

### **Potential Implementation Opportunities**

- Continue to make traffic safety improvements throughout town, as well as continue to review issues with tourism related traffic in specific areas and work with public safety and public works to develop mitigation initiatives;
- Develop a specific plan for continued delivery of fire and rescue services ~~over the next five to ten years~~ with a report that focuses on near-term and long-term strategies to ensure safety and level of service needs for our community, to be completed by January 2021;
- Support the Fort Williams Park Committee in developing an updated master plan;
- Seek ways to leverage the Spurwink School building as a historical town asset;
- Encourage projects throughout town that create and improve livability and walkability for residents and prioritize high-need areas for bike paths and sidewalks;

- Continue to develop plans for access for commercial and recreational watercraft in the Kettle Cove/Crescent Beach area, as detailed in the 2018 Harbors Committee recommendations;
- Begin to study feasibility of expanding and improving cellular coverage throughout the entire town, including the possibility of installing small cells and outdoor distributed antenna systems (oDAS);
- Continue planning and engineering work in advance of Shore Road reconfiguration and update;
- Consider plan for burying power lines on feeder streets.