



## Vision Statement

With breathtaking coastlines, lighthouses, farms, forests, and leafy neighborhoods – all in proximity to Portland – Cape Elizabeth will continue to be a desirable place to live. We honor our heritage and history. We strive to encourage citizen engagement; support excellence in our schools; diversify housing choices; create a vibrant town center; preserve our open space, farming and natural resources; and connect neighborhoods through a safe pedestrian network. By embracing these ideals, our vision is for Cape Elizabeth to remain a highly desirable and welcoming community.



## One-Town Concept

The "One Town Concept" was first developed in the late 1970s. The elected officials at that time sought to find creative ways for the school department and the town government to work closer together to enhance services and to save tax dollars.



## Comprehensive Plan

The Comprehensive Plan was the product of more than two years of work by the Comprehensive Plan 2019 Committee appointed by the Town Council. It includes extensive information about demographics, statistical information, inventories, and specific recommendations to manage expected growth. [A digital copy can be found here.](#)

# Town Strategic Map

Strategic Pillars

## Infrastructure

Maintain current infrastructure while building toward the future, inclusive of Information Technology aspects.

Evaluate Council and Committee goals in relation to State climate action plan

Provide reliable public and emergency services

Address ongoing parking issues

## Information Governance

Support programming and services for citizens.

Demonstrate value for education of our youth.

Ensure citizens have access and opportunity for feedback and engagement by employing modern communications strategies and tools.

## Fiscal Responsibility & Economic Opportunity

Create visibility and transparency for all financial decisions.

Ensure financial data and information is easy to access and understand.

Ensure elected officials have the data they need to make informed decisions.

## Healthy & Diverse Community

Ensure diverse housing opportunities.

Provide public and community services for all ages.

Promote spaces and connections for diverse physical activities.

Leverage knowledge of town staff to discover hidden needs of citizens.

## Natural & Cultural Resources

Support farming and locally grown food.

Value and protect community character and open spaces.

Preserve and protect natural resources.

Recognize the history of our town.

Expand waterfront access.

Resources

Involved Citizens

Effective Leadership

Equipped Workforce

Regional Collaboration

Informed Fiscal Management

# 2023 Goals & Objectives

## Infrastructure

### Maintain current infrastructure while building toward the future.

- Implement Wireless Infrastructure Study and recommendations.
- Provide detailed 10 year budget with capital improvement projects
- Develop engineering for improvements to Town Center intersection, including costs.
- Continue discussion with Scarborough on Sawyer Road culvert.
- Develop direction for reuse of Spurwink School
- Continue evaluation of outdoor ice arena

### Create climate action goals.

- Create Council and Committee goals in relation to State climate action plan
- Complete solar project at the Recycling Facility

### Provide reliable public and emergency services.

- Plan for succession and long term needs of Fire and Rescue services.

## Information Governance

### Information Governance

- Create ad-hoc committee on information privacy, security, and governance for municipal operations and residents
- Manage and evaluate information provided by Town committees

### Ensure citizens have access and opportunity for feedback and engagement.

- Assess the need and ability to implement virtual meetings and on-line forums as part of meeting options
- Explore software options to improve ease of access to elected official email.
- Improve municipal communications by employing professional expertise

# 2023 Goals & Objectives

## Fiscal Responsibility & Economic Opportunity

### Maintain fiscal responsibility, balancing town priorities with economic realities.

- Ensure financial decisions consider current and future impacts to the town's tax base and taxpayers
- Identify new revenue sources
- Exploit opportunities to leverage State and Federal resources to meet Town needs
- Work regionally to escalate municipal funding concerns to the State and Federal level
- Pursue cooperative purchasing and resource sharing with neighboring communities
- Maintain municipal bond ratings to ensure capital needs can be met on favorable terms for when borrowing is required
- Work with School Building Advisory Committee on evaluation of school construction options

### Promote the businesses in town.

- Ask businesses how the Town can play a role in their success

## Healthy & Diverse Community

### Meet the diverse needs of our community.

- Ongoing connection with Housing Diversity Committee through updates and continue work on developing affordable housing opportunities
- Seek learning and experience opportunities for all citizens through community services
- Continue discussion on developing a location for young residents to gather, non-programming related
- Develop pesticide ordinance that works for Cape Elizabeth
- Leverage knowledge of town staff to discover opportunities to support the undiscovered needs of residents, including social and emotional well being

### Promote safe and healthy homes and neighborhoods.

- Establish a municipal goal for Cape Elizabeth's part in housing and food insecurity

# 2023 Goals & Objectives

## Natural & Cultural Resources

### Preserve and Protect access to town and natural resources and assets.

- Understand neighborhood needs and impact of tourism
- Advocate with State of Maine on Kettle Cove improvements, and request permanent access easement.
- Explore resolution and funding opportunities for Kettle Cove sea wall repair / replacement

### Natural resource protection.

- Maintain water access and protect working waterfront access and traditional fishery asset
- Promote clean and litter-free streets and other public places
- Task Recycling Committee with a “Don’t Trash Cape” campaign to rid the streets, paths and open spaces of litter

## Ongoing Initiatives

### Equip employees with the training and resources they need to deliver high-quality services to the town.

- Continuously evaluate organizational structure, succession planning, staff utilization, and process improvements
- Encourage professional and personal growth opportunities for all employees
- Offer Diversity, Equity, and Inclusion training

### Collaborate with regional partners.

- Identify opportunities to share services and resources with other communities
- Participate in solving regional social/economic issues

### Leverage the work and recommendations of town committees.

- Review and incorporate committee recommendations in council direction and decision making (e.g., Fort Williams, Civil Rights, Energy)
- Revisit goals and strategic map every 6 months