

Section III. A.

Goals, Policies, Strategies

I. POPULATION

GOAL – It is the Goal of the Town of Islesboro to create a sustainable year round population.

Policy I.A. Take affirmative steps to encourage more young adults and families with children to live on-Island by supporting strategies to encourage affordable housing. See *Policy III.A.*

Policy I.B. Support strategies to encourage greater job opportunities for year round residents. See *Policy II.A.*

Policy 1.C. Support strategies to encourage development or improvement of civic and recreational infrastructure.

Strategy I.C.1. Support the development of a permanent farmers market, including local farmers, community gardens, and restaurants.

Strategy I.C.2. Work with the Maine Department of Transportation, nearby communities, non-island organizations, and others to improve options and moderate costs of transportation to, from, and on-island for residents. Explore the need for and advantage of developing an Island minibus, or other transportation service, additional fuel storage and availability, and other options to improve accessibility, travel, and emergency preparedness. See *Policy IV.B., Policy IV.C., and Policy V.F.*

Strategy I.C.3. Improve communication among the Select Board, Town committees, and year round and seasonal residents. Use both traditional and nontraditional ways to expand communications, including, but not limited to, sharing important information through the community's churches and other organizations, sending out notices and announcements via email, Facebook, and posting on the Town web site and community bulletin boards. Ask the year round and seasonal community what the town can do to make the Town more attractive. See *Policy XV.A. and Policy XV.B.*

Strategy I.C.4. Encourage more involvement of seasonal residents in town committees. See *Policy XV.B.*

Strategy I.C.5. Explore ways to expand town programs, including coordinating with the Community Center and promoting adult education with the University of Maine and other on-line classes.

Policy I.D. Actively monitor the size, characteristics, and distribution of the population and incorporate information into all relevant public policy decisions, including the remaining policies contained in this Comprehensive Plan and its periodic update.

Strategy I.D.1. Develop and use methods to determine the number of seasonal residents and tourists.

Strategy I.D.2. Survey Islesboro's youth to ask what will keep or encourage them to make the Island their year round home when they complete their education. Identify their aspirations, employment goals, and definition of a desirable community. Survey other people to identify the factors that discourage them from living on the Island.

II. ECONOMY

GOAL – It is the Goal of the Town of Islesboro to create job growth that supports a sustainable year round population.

Policy II.A. Support strategies to encourage greater job opportunities and attract more trades people to live on the Island to fill available jobs.

Strategy II.A.1. Organize an economic development committee, made up of both year round and seasonal residents. Charge the committee with recognizing the current mismatch between available jobs and with the aspirations of Islesboro's youth and young families to create an environment that will give well educated youth a reason to return to live in Islesboro, where needed, attract professionals to serve the community. Identify services needed by both the year-round and seasonal community as a subset of an economic development analysis. Consider the need to create a private corporation or 501c3 organization to stimulate investments in economic development enterprises.

Strategy II.A.2. Support the development of reliable and accessible high speed internet and cell phone coverage to attract artists and entrepreneurs. Provide a positive environment for high

speed internet, DSL, and other technologies by preparing clear ordinance provisions that guide their location and permitting, while protecting neighboring properties.

Strategy II.A.3. Support efforts to address obstacles to the creation of desirable, new, environmentally friendly businesses, including, but not limited to, the high cost of land and buildings, need for warehouse/areas to stockpile materials, creation of “incubation” programs for new/growing businesses on the Island, identification/generation of venture capital, and/or creation of nonprofit/volunteer organizations to support these efforts.

Strategy II.A.4. On a five-year basis, revise the demographic information contained in this Comprehensive Plan.

Policy II.B. Expand the “shoulder season” and attract cultural programs that bring more dollars into the local economy.

Strategy II.B.1. Charge the economic development committee with defining the appropriate market and developing a strategy to encourage summer residents and tourists to come to the Island earlier in the season and stay later and to identify public and private investments needed to support and implement that strategy. Consider organizing cultural and educational events and programs. Work with property owners and others to expand seasonal accommodations and keep attractions open during the shoulder season. Make public investments and encourage private investment to support the strategy, as appropriate.

Policy II.C. Support and actively encourage local industries and home businesses that provide “Island” goods that are consumed locally and, where possible, reduce the cost of island living. *See Policy XI.A.*

Strategy II.C.1. Support the development of reliable and accessible high speed internet to attract artists and entrepreneurs.

Strategy II.C.2. Support the development of restaurants, a nursery, natural resource based industries, energy production/cooperatives, community supported farms/gardens, locally based equity and loan funds, and worker-owned businesses. Provide a positive environment for these types of business developments by preparing clear ordinance provisions that guide their location and permitting.

Strategy II.C.3. Encourage conservation of energy and resources by promoting and in some cases, requiring, technologies and techniques that reduce the consumption of energy, water, and other natural resources.

Policy II.D. Consider and incorporate the economic well being of residents, while protecting the environment, into town decisions.

Strategy II.D.1. Promote environmentally-friendly business opportunities for island residents.

III. HOUSING

GOAL – It is the Goal of the Town of Islesboro to promote appropriate affordable housing for its present and future residents.

Policy III.A. Take affirmative steps to encourage more young adults and young families with children to live on-Island by supporting strategies to encourage affordable housing.

Strategy III.A.1. Continue to support the efforts of Islesboro Affordable Properties (IAP) to create and manage more affordable housing.

Strategy III.A.2. Support the creation of a public-private partnership to create rental housing in designated villages both Up and DownIsland.

Strategy III.A.3. Make affordable housing opportunities available to young adults and families on-Island and from mainland communities. Share information about ongoing investments in the Islesboro Central School and Community Center to encourage greater understanding of Islesboro’s strong family-oriented values and safe environment.

Strategy III.A.4. Encourage potential new residents to consider that it takes a particular kind of person to live on an island as some tend to feel “safe” while others feel “trapped”.

Policy III.B. Revise land use and development review ordinances to reduce the cost of developing affordable housing.

Strategy III.B.1. Revise land use and development review ordinances to reduce lot sizes, encourage more cluster housing, and reduce development fees for affordable housing projects, where feasible.

Strategy III.B.2. Revise land use and development review ordinances to require community water supplies and sanitary waste disposal for subdivisions to allow smaller lots while protecting groundwater resources.

IV. TRANSPORTATION

GOAL – It is the Goal of the Town of Islesboro to maintain and improve access to and transportation on the Island, reducing the cost of island living, where possible.

Policy IV.A. Continue regularly to invest in maintaining and repairing town roads.

Strategy IV.A.1. Continue to invest in paving two miles or more of main roads annually. Consider drainage and ditching improvements as an alternative to additional paving, where appropriate.

Strategy IV.A.2. Where possible, grade and remove excess materials from road shoulders.

Strategy IV.A.3. Undertake a comprehensive survey of town roads and formalize a long range road maintenance and improvement plan, including shoulder improvements and accommodation of bicyclists and pedestrians. *See Policy IV.B.*

Strategy IV.A.4. Study the merits of town owned road maintenance equipment.

Policy IV.B. Promote bicycling, walking, scooters, and other alternatives to automobiles as a means to get around the Island.

Strategy IV.B.1. When improving roadway shoulders, provide space for scooters, bicycles, and pedestrians, where possible, and for parking in designated villages and elsewhere where parking is a problem. Start small around the emerging Town Center. *See Strategy IV.A.2.*

Strategy IV.B.2. Where appropriate, reduce vehicle travel speeds with speed signs, tank traps, IEDs, modification of intersections, and other traffic calming techniques.

Strategy IV.B.3. Encourage interconnected streets in *Village Areas*. Require new dead end roads to have public turnarounds.

Strategy IV.B.4. Create parking areas in designated villages on town owned property or as part of public-private partnerships.

Strategy IV.B.5. Consider reducing parking requirements for affordable housing and other housing on smaller lots in designated villages.

Strategy IV.B.6. Explore the feasibility of creating a shuttle bus system for the Island, and consider making it mandatory for off-island contractors to use it to transport workers to and from the ferry.

Strategy IV.B.7. Continue to prepare and distribute educational material for bicyclists to remind them about the importance of sharing the road and respecting those using motorized vehicles to get around the Island. Encourage bicycle rental companies and the ferry service to distribute brochures about respecting drivers on the Island.

Policy IV.C. Maintain reliable, convenient, and affordable ferry access for Island residents and visitors.

Strategy IV.C.1. Establish a Ferry Advisory and Planning Committee to develop long range planning policies to recommend to the Select Board and ultimately the Maine State Ferry Service regarding ferry service, ferry design, and infrastructure.

Strategy IV.C.2. Continue to send a representative to the Ferry Advisory Board to represent the town's interests in providing reliable, convenient, and affordable access to the Island and mainland.

Strategy IV.C.3. Monitor the ferry fee structure as it relates to the size and weight of vehicles and number of bicycles carried and advocate for changes that reduce undue financial stress on year round residents. *See Strategy IV.B.7.*

Strategy IV.C.4. Work with the Maine State Ferry Service in the design process for a new ferry that will replace the *Margaret Chase Smith*.

Policy IV.D. Continue to monitor and maintain the airport to preserve access to the community.

Strategy IV.D.1. Continue to support a volunteer airport committee.

Strategy IV.D.2. Continue to research methods and implement techniques to restrict animal access to the runway and impose user fees to subsidize maintenance costs.

Strategy IV.D.3. Continue present level of airport maintenance.

Policy IV.E. Reduce future roadway maintenance costs while building the town's roadway network.

Strategy IV.E.1. Accept roads that are built to town standards in designated villages, affordable housing developments, and community sponsored commercial development as town roads. Do not accept roads outside of designated villages, even if they are built to town standards, unless the town specifically plans for the road as part of the community's overall transportation network.

V. Public Facilities and Services

GOAL – It is the Goal of the Town of Islesboro to protect the health, safety, welfare, and quality of life for residents through the improvement and preservation of services available to the community.

Policy V.A. Continue to support fire, public safety, emergency services, and other public facilities and services.

Strategy V.A.1. Review the need for a fire substation Up Island, review various options to provide reliable services, and, if appropriate, identify an appropriate location and develop costs and a timeline for needed improvements.

Strategy V.A.2. Research and publicize insurance requirements regarding fire protection.

Strategy V.A.3. Continue to park a fire truck on the north side of the Narrows during periods of high tide and wind. Evaluate the need for additional responses, including the development, adoption, and advertisement of emergency evacuation plans.

Strategy V.A.4. Explore the feasibility of providing a municipal boiler to burn cleared and collected brush and landscape materials to reduce the likelihood of fires.

Strategy V.A.5. Establish emergency services policy to charge landowners for false alarms that occur more than once or twice a year.

Policy V.B. Continue to support the Health Center and strategies to protect public health.

Strategy V.B.1. Continue to support the Health Center, particularly in addressing problems associated with increased demands for services. Develop strategy for physician access to avoid physician assistant-ambulance-emergency room cycle.

Strategy V.B.2. Support the work of the Islesboro Health Board Advisory Committee in controlling tick populations and the risk to Island residents. See *Strategy X.D.2.*

Policy V.C. Continue to provide Island children with a quality education that promotes active community involvement, facilitates post-secondary educational opportunities, and encourages life-long learning.

Strategy V.C.1. Continue to explore and support ways to maintain the quality of local education while minimizing increases in costs.

Strategy V.C.2. Continue to seek increased enrollment in the Magnet School Program.

Strategy V.C.3. Prepare and invest in an ongoing school maintenance program for long-term use of the newly renovated and expanded facilities.

Policy V.D. Continue to plan for and invest in safe disposal of solid waste.

Strategy V.D.1. Continue to provide free disposal days and a safe holding area for the temporary storage of hazardous household materials to be safely removed from the island.

Policy V.E. Plan for and invest in the safe provision of potable water and sanitary waste disposal.

Strategy V.E.1. Amend ordinances to require the use of low cost water saving and other conservation devices in new construction. Prepare and distribute education materials regarding energy efficiency.

Strategy V.E.2. Amend land use and development review ordinances to require the development and maintenance of community wells and septic systems in new major subdivisions. Establish standards to limit nitrates, separate wells and septic systems, identify when to require an engineered system, provide for long term maintenance of community systems, and assure that the Town has the ability to intervene, if necessary, to protect water quality and recover costs from property owners.

Strategy V.E.3. Plan for and consider investing in public wells and sanitary waste disposal systems in designated villages where distribution can be controlled and water quality monitored. Establish mechanism for Town to recoup its investment over a specified period of time through user rates, tax increment financing, grants, and other techniques.

Policy V.F. Plan for and invest in strategies to reduce the cost of energy for residents.

Strategy V.F.1. Study the feasibility of Town owned fuel storage facilities for emergency services.

Strategy V.F.2. Amend ordinances to require minimum energy efficiency in new construction and energy audits in renovations and/or expansions that require Town permits to increase conservation and improve energy efficiency in public and private buildings.

Strategy V.F.3. Plant trees, increase insulation, and make other improvement to the Town Office to reduce energy consumption and lower costs.

Strategy V.F.4 Explore the feasibility and desirability of alternative energy production to reduce energy costs for residents. Amend ordinances to provide clear provisions that guide the location and permitting of alternative energy facilities.

VI. Recreation

GOAL – It is the Goal of the Town of Islesboro to maintain and expand, when and where appropriate, recreational opportunities and access to the shore.

Policy VI.A. Maintain and improve existing recreation and public access facilities.

Strategy VI.A.1. Maintain and improve existing public recreation areas, boat landings, moorings, and shore access.

Strategy VI.A.2. Provide composting toilets and/or porta-potties at public parks. Remove porta-potties during winter months.

Policy VI.B. Acquire and expand existing water and shore facilities.

Strategy VI.B.1. Consider the need for a seasonal dock at Warren's Landing (Pripet) or other sites, which could also serve as an emergency evacuation site Up Island.

Strategy VI.B.2. Research and secure Town rights to water and/or shore access. If opportunities arise, support efforts to acquire more land for recreation and access to Islesboro's shores.

Policy VI.C. Identify opportunities to develop bicycle paths and off-road walking trails.

Strategy VI.C.1. Charge the Recreation Committee with identifying and recommending locations for off-road walking trails and bicycle paths. *See Policy IV.B.*

VII. Marine Resources

GOAL – It is the Goal of the Town of Islesboro to protect and enhance the delicate marine ecosystems that surround and define our island community, encourage and promote sustainable resource development, and increase public awareness of the importance of our marine environments.

Policy VII.A. Protect, enhance, and build awareness of the importance of marine ecosystems.

Strategy VII.A.1. Encourage Islesboro Shellfish Committee and Islesboro Central School to continue collaborating with Islesboro Islands Trust and the Maine Department of Marine Resources (DMR) to monitor and protect the quality of Islesboro's marine environment.

Strategy VII.A.2. Support local and state organizations to protect the ecological integrity of Penobscot Bay.

Strategy VII.A.2. Expand the Harbor Committee’s jurisdiction to all of the Town’s waters and shores.

Policy VII.B. Promote sustainable natural resource industries.

Strategy VII.B.1. Continue commitment for appropriate law enforcement to protect shellfish.

Strategy VII.B.2. Work with DMR to complete shoreline surveys needed to maintain current and open new shellfish areas.

Strategy VII.B.3. Enforce laws that pertain to malfunctioning septic systems to prevent closure of shellfish areas.

Strategy VII.B.4. Continue to support soft shell clam stock enhancement programs and shellfish conservation activities.

Strategy VII.B.5. Charge the Shellfish Committee with preparing clam and fishery inventories.

Strategy VII.B.6. Charge the Shellfish Committee with investigating ways to increase development of sustainable fisheries, including commercial clamming and aquaculture.

Strategy VII.B.7. If opportunities arise, support efforts to acquire a mainland access point to support expansion of natural resource based industries.

VIII. Fresh Water Resources

GOAL – It is the Goal of the Town of Islesboro to preserve and protect its surface waters, flood prone areas, shorelands, marshes, and wetlands.

Policy VIII.A. Protect the quality of fresh water resources.

Strategy VIII.A.1. Execute a public awareness campaign about the impact of and safe handling and application of herbicides, pesticides, and other toxic chemicals. If possible, phase out pesticide use on both public and private property.

Strategy VIII.A.2. Continue to support a hazardous waste collection program for both households and commercial businesses on the island. See *Strategy V.D.1.*

Strategy VIII.A.3. Require property owners to upgrade cesspools to a septic system upon transfer of property.

Strategy VIII.A.4. Revise stormwater standards in the land use and development review ordinances to protect and improve water quality.

Policy VIII.B. Prevent further decline in the water quality of Meadow Pond.

Strategy VIII.B.1. Amend land use and development review ordinances to restrict phosphorous in stormwater discharges to Meadow Pond.

Strategy VIII.B.2. Explore ways to reduce sediment loading from public and private winter maintenance of nearby roads.

Policy VIII.C. Protect flood prone areas and shorelands.

Strategy VIII.C.1. Update ordinances, as necessary, to maintain eligibility for the National Flood Insurance program.

Strategy VIII.C.2. Update land use and development review ordinances, as necessary, to reflect the latest state Shoreland Zoning requirements.

Policy VIII.D. Protect marshes and wetlands.

Strategy VIII.D.1. Update and expand past inventories of marshes and wetlands. Add information to the Town's geographic information system (GIS).

Strategy VIII.D.2. Amend land use and development review ordinances to require applicants for development permits to provide information on marshes and wetlands in a format that is compatible with the Town's GIS and add it to the database.

IX. Groundwater Resources

GOAL – It is the Goal of the Town of Islesboro to preserve and protect its groundwater resources.

Policy IX.A. Continue to charge and support the Groundwater Protection Committee with study, oversight, and public education about groundwater resources.

Strategy IX.A.1. Continue sampling and testing water as part of the well monitoring program to monitor the quality of and support ongoing efforts to protect groundwater resources.

Strategy IX.A.2. Continue to publish information about the island's groundwater system so that residents will appreciate the need for its protection.

Strategy IX.A.3. Continue to publish information about the proper care and maintenance of septic systems and encourage residents to conduct annual water quality testing.

Strategy IX.A.4. Execute a public awareness campaign about the impact, safe handling, and application of herbicides, pesticides, and other toxic chemicals. See *Strategies VIII.A.1 – 3.*

Policy IX.B. Adopt programs and amend ordinances to protect groundwater resources.

Strategy IX.B.1. Adopt a program and amend ordinances to require periodic inspection and maintenance of well casings and septic systems.

Strategy IX.B.2. Amend ordinances to require registration and proof of potable water for new wells through the building permit process and when properties change hands.

Strategy IX.B.3. Amend ordinances to require certificates of compliance for wells, cesspools, and septic systems through the building permit process and when properties change hands.

Strategy IX.B.4. Amend land use and development review ordinances to limit development of major recharge areas, with special attention to the configuration of building layout, minimizing impervious coverage, directing and encouraging infiltration of stormwater, preventing excessive pumping, managing potential sources of pollution, requiring community water supply and sanitary waste disposal, expanding the minimum distance between wells and septic systems, and contributing site specific data to the Town's database.

Strategy IX.B.5. Continue to support the groundwater monitoring program for the landfill.

Strategy IX.B.6. Strictly enforce State laws pertaining to the protection of groundwater resources.

Strategy IX.B.7. Execute a public awareness campaign about the importance of periodic inspections and maintenance of well casings and septic systems, annual testing of well water, and maintaining adequate distances between wells and septic systems. See *Strategies IX.B.1-3.*

Strategy IX.B.8. When a property changes hands, require upgrade from a cesspool to a septic system. See *Strategy VIII.A.3.*

X. Critical Natural Resources

GOAL – It is the Goal of the Town of Islesboro to protect critical natural resources and areas, including, but not limited to, state designated critical areas, natural areas, natural heritage areas, large blocks of unfragmented habitat, and significant fish and wildlife resources.

Policy X.A. Protect critical natural resources and areas, including, but not limited to, state designated critical areas, natural areas, and natural heritage areas.

Strategy X.A.1. On a continuing basis, review land use and development review ordinances to ensure that critical natural resources and areas are adequately protected.

Strategy X.A.2. Encourage students and residents to inventory the quantity and distribution of wildlife and plant communities.

Strategy X.A.3. Encourage public and private educational activities that enhance understanding, appreciation, and protection of Islesboro’s critical natural resources and wildlife.

Strategy X.A.4. Adopt provisions regulating light pollution and protecting Dark Skies.

Policy X.B. Preserve large blocks of unfragmented habitat, historic farms, open spaces, and scenic areas.

Strategy X.B.1. Support conservation of remaining large, unfragmented forests, historic farms, open spaces, and scenic areas through amendment of land use and development review ordinances to manage the intensity of growth and provide adequate performance standards, voluntary contributions, and targeted acquisitions. Consider the need for height limits within scenic view corridors. See *Section XIII. Land Use.*

Strategy X.B.2. Prepare an open space plan to identify the most important areas to protect and to guide regulatory protections and targeted acquisitions and improvements.

Strategy X.B.3. Establish a density transfer provision in the land use and development review ordinances to generate funds to purchase conservation easements, deed restrictions, and fee

ownership of targeted properties. These acquisitions may help compensate landowners for reduced development potential.

Strategy X.B.4. Amend land use and development review ordinances to establish cutting guidelines and restrictions to protect scenic views identified in the comprehensive plan.

Policy X.C. Take steps to protect the community from the impacts of sea level rise.

Strategy X.C.1. Review and amend ordinance provisions to expand development standards and setbacks from vulnerable shorelines to reduce the dangers and impacts of landslide hazards and sea level rise.

Strategy X.C.2. Prepare and implement an emergency evacuation plan, focusing on increasingly likely flooding events in the Narrows. The plan should designate evacuation areas, breach points susceptible to flooding and overwash during storm events, and identify specific water elevations that may trigger flooding of emergency corridors. The plan should determine the need for a wharf Up Island and make recommendations about how to make the Narrows less susceptible to flooding in the future or otherwise cope with its occurrence. See *Strategy VI.B.1.*

Policy X.D. Protect the community from pests and invasive species.

Strategy X.D.1. Support the work of the Islesboro Health Board Advisory Committee in controlling tick populations and the risk to Island residents. See *Strategy V.B.2.*

Strategy X.D.2. Take appropriate steps to reduce the risk of Lyme disease for Island residents. See *Strategy V.B.2.*

Strategy X.D.3. Prepare a strategy to address invasive species, including, but not limited to, Japanese barberry, wild rice, bittersweet, purple loosestrife.

XI. Agricultural and Forestry Resources

GOAL – It is the Goal of the Town of Islesboro to promote and protect agricultural and forest resources.

Policy XI.A. Promote agriculture on the Island to create greater self-sufficiency. See *Policy II.C.*

Strategy XI.A.1. Define farming. Prepare and implement a strategy, including micro-loans, community supported agriculture (CSA's), buying shares from farmers and fishermen, community gardens, coordination with Maine Farmland Trust, and other techniques to encourage increased local farming to supply food and other goods consumed by Islanders. See *Policy II.C.*

Strategy XI.A.2. Seek donations or leasing of private land and investments for farming and activities that are needed to support sustainable agriculture on the Island. Use Town owned land near airport.

Strategy XI.A.3. Amend land use and development review ordinances to allow agriculture and other uses necessary to support sustainable agriculture on the Island.

Strategy XI.A.4. Continue to support the horticulture program at the Islesboro Central School as a way to promote use of best management practices and to support sustainable agriculture on the Island.

Strategy XI.A.5. Encourage eligible farmers to enroll in the state's current use farmland program.

Policy XI.B. Protect agricultural and forestry resources.

Strategy XI.B.1. Amend land use and development review ordinances to protect good agricultural soils from development. See *Section XIII. Land Use.*

Strategy XI.B.2. Encourage residents to use appropriate forestry and agricultural best management practices in all areas, especially aquifer recharge, resource protection, and shoreland zones, with a focus on managing pesticide and fertilizer use, erosion control, and phosphorus loading. Make information on best management practices available in the Town Office.

Strategy XI.B.3. Maintain a copy of the Maine Forest Services' latest edition of *Erosion and Sediment Control Handbook for Maine Timber Harvesting Operations: Best Management Practices* in the Town Office. The manual is referred to in the land use ordinance.

Strategy XI.B.4. Maintain a list of natural resource consultants and addresses of related state agencies at the Town Office.

XII. Historic and Archaeological Resources

GOAL – It is the Goal of the Town of Islesboro to promote the identification and protection of significant historic and archaeological resources through the efforts of landowners, Town government, and nonprofit groups.

Policy XII.A. Encourage and promote the identification of significant historic and archaeological resources.

Strategy XII.A.1. Amend land use and development review ordinances to require the identification of significant historic and archaeological resources in or on areas proposed to be developed.

Policy XII.B. Protect significant historic and archaeological resources.

Strategy XII.B.1. Continue to maintain and support the Grindle Point Lighthouse and Sailors' Museum, the Alice L. Pendleton Library, and other historic properties.

Strategy XII.B.2. Continue to support nonprofit organizations that protect the historical and archaeological resources of Islesboro.

Strategy XII.B.3. Promote educational and cultural activities that enhance the understanding and appreciation of the Town's heritage and archaeological resources.

Strategy XII.B.4. Support efforts to maintain Islesboro cemeteries.

Strategy XII.B.5. Research and adopt a tear down ordinance for historic properties.

Strategy XII.B.2. Amend land use and development review ordinances to define archaeological resources as historic resources and require their protection when areas are proposed to be developed.

XIII. Land Use

GOAL – It is the Goal of the Town of Islesboro to protect the character of the Town and its economy, allow commercial and residential growth, and prevent development sprawl.

Policy XIII.A. Preserve and enhance the present level of development while encouraging managed growth.

Policy XIII.B. Encourage anticipated growth in population, commerce, and industry to suitable areas of Islesboro in ways that protect natural resources and are compatible with the Town's character.

Areas are suitable if they are relatively free of natural resource constraints, have public or community sewer, septic, and/or water or are where it is feasible to provide these facilities.

Islesboro is a town with unsurpassed natural beauty, historic villages, and developed areas, each with a strong identity. This contrast between areas of largely untouched, natural beauty and small, more compact villages and developed areas is the product of the Town's historical development. The designation of Growth and Rural Areas reflects the Town's desire to preserve, manage, and enhance this development pattern. To accomplish this basic policy, the Town must avoid sprawling residential development throughout the community.

Sprawling residential development is characterized by low density single family homes on relatively large lots far from services and community activities, no or limited public utilities, and little public open space. This development pattern separates housing from places of work, education, shopping, service, and social activity, making reliance on the automobile for even convenience items necessary. It creates a system of homes in which privacy and large yards are traded against distance, isolation, heavy reliance on the automobile, intrusion into wildlife habitat, and loss of rural character.

A village and countryside pattern of settlement provides more affordable housing opportunities on smaller lots closer to stores and community facilities, imposes less expense on municipal services, is easier to serve, and is less damaging to the Town's natural and scenic environment than a spread-out, automobile-oriented, sprawling pattern of settlement. It can also produce a high quality of life and comfortable living space.

Therefore, the Town should encourage compact growth and development toward *Village Areas* and *Activity Centers* and discourage intensive development of *Resource Protection Areas*, *Rural Areas*, and *Shoreland Areas*. To the extent that development does occur in *Resource Protection Areas*, *Rural Areas*, and *Shoreland Areas*, developers should be encouraged to take measures to lessen the burden to serve such development, for example by requiring fire and other safety

measures, and expecting those residents that choose to build homes in those areas to be prepared to assume greater inconvenience and financial burden for health and safety needs. See *Strategy V.A.4*.

The proposed pattern of development must include an area of land sufficient to accommodate projected growth and to allow the proper working of the market place. It must also:

- Work to ensure ample opportunity for affordable housing within *Village Areas* and *Activity Centers* and
- Consider the impact of this policy on owners of *Resource Protection Areas* and *Rural Areas*, development of which may be more restricted than at present.

Three major types of Growth Areas are described on the Future Land Use map:

- *Village Areas*,
- *Activity Centers*, and
- *Maritime Activity Areas*.

Two major types of Rural Areas are described on the Future Land Use map:

- *Resource Protection Areas* and
- *Rural Areas*.

One Transitional Area, *Shoreland Areas*, is also described on the Future Land Use map.

Resource Protection Areas and *Rural Areas* shall remain relatively open and rural in character, preserving scenic resources, and open and wooded areas, important natural features, large blocks of unfragmented habitat, open space, scenic views, buffers along town roads, and places identified on the Special Places map, and/or provides visual breaks with the boundaries of *Village Areas* and *Activity Centers*. Buildings shall be sited in a manner to preserve the natural and visual environment by locating them in or adjacent to wooded areas as opposed to open fields and shoreland areas to maintain the natural landscape and scenic views to the maximum extent possible.

Shoreland Areas allow low to medium density residential development. Subdivision of parcels, ten or more acres, should be encouraged to be part of a cluster development that preserves important natural features, large blocks of unfragmented habitat, open space, scenic views, buffers along Town roads, and places identified on the Special Places map, and/or provides visual breaks with the boundaries of *Village Areas* and *Activity Centers*. Buildings shall be sited in a manner to preserve the visual environment by locating them in or adjacent to wooded areas as opposed to open fields and shoreland areas to maintain the natural landscape and scenic views

to the maximum extent possible. Performance and design standards also shall be used to preserve visual rural character.

In implementing this policy, the Town shall consider an array of measures, including density and other land use regulations, public investments, and other, non-regulatory approaches.

Strategy XIII.B.1. Review the Land Use and Development Review ordinances to determine whether design, road construction, performance, and other standards are conducive or harmful to the design of *Village Areas* and *Activity Centers*. Amend the ordinances to promote the desired compact village and neighborhood character. See *Strategy IV.B.3*.

Strategy XIII.B.2. *Village Areas* are in:

- the middle of town near the emerging Town Center around the Post Office from Mill Creek to the Town Office,
- near Durkee's store from Hermits Point Road North to the "Y" in the road where the Main Road splits, and
- around Dark Harbor Village from Derby Road to Alumni Drive and from East Shore Drive to West Shore Road.

Strategy XIII.B.3. Amend ordinances to permit smaller lot sizes and mixed uses at a gross residential density of two or more dwelling units per acre when community septic and community water are available and four dwelling units per acre when community sewer and community water are available or can reasonably be extended or developed in *Village Areas*. Require community water and community sewer or septic to be developed, maintained, and replaced, as necessary, especially when a property changes hands. See *Policy IX.B*. Require developers to provide a maintenance fee to ensure on-going maintenance of community systems.

Allow new, small scale nonresidential uses.

Adopt development standards to assure that when property is expanded, converted, or developed, it provides sufficient off-street parking, manages access to serve new uses, and protects adjacent areas from adverse impacts of the change. Require buffers, screens, landscaping, and sensitive site design to enhance and maintain the character of the community.

Require new lots created in a subdivision to front on internal public or private roads, not Main Road and Pendleton Point Road. Encourage interconnected roadways to create a safe, comfortable, and attractive pedestrian environment.

Strategy XIII.B.4. The *Activity Center* includes the area west of Meadow Pond Road near the Transfer Station.

Strategy XIII.B.5. Amend ordinances to permit smaller lot sizes and mixed uses at a gross residential density of two dwelling units per acre for new development, redevelopment, infill, and/or expansion when community septic and community water is available. Require community water and community sewer and/or septic to be developed, maintained, and replaced, as necessary, especially when a property changes hands. See *Policy IX.B.* Require developers to provide a maintenance fee to ensure on-going maintenance of community systems.

Adopt development standards to ensure that new development provides sufficient off-street parking, controls access to serve the new uses, and protects adjacent areas from adverse impacts of the change.

Require new lots created in a subdivision to front on internal public or private roads. Encourage interconnected roadways to create alternative routes of travel to main roads in the community and to a safe, comfortable, and attractive pedestrian environment.

Strategy XIII.B.6. *Maritime Activity Areas* include:

- Grindle Point
- Dark Harbor Boat Yard
- Pendleton Yacht Yard
- Islesboro Marine Enterprises
- Tarratine Yacht Club
- Pripet Wharf
- Seal Harbor
- Warren Island
- Portions of Cradle Cove on Seven Hundred Acre Island

Strategy XIII.B.7. Continue to regulate *Maritime Activity Areas* to allow water dependent uses and uses accessory to them.

Strategy XIII.B.8. Recognize that the pattern of future development laid out in this policy will involve the development of currently undeveloped lands, some of which may currently be farms or woodlots, farmland soils, unique natural areas, or valuable wildlife habitat. Although these lands may not be central to the Town's economy, they are important contributions to the Town's character.

To minimize the loss of these lands:

- within *Village Areas* and *Activity Centers*, encourage the use of traditional neighborhood design and other measures to preserve and interconnect these important areas, resulting in carefully laid out open space and
- within *Rural Areas* and *Shoreland Areas*, make such measures mandatory.

Strategy XIII.B.9. *Resource Protection Areas* include flood prone areas, excessively and poorly drained soils, extensive areas of wetlands, coastal hazard areas, rare or exemplary natural communities, very large blocks of undivided and undeveloped land, and/or those sensitive natural areas that the community has identified as Special Places. Small spots of *Resource Protection Areas* may occur within larger *Village Areas*, *Activity Centers*, and *Shoreland Areas*.

Strategy XIII.B.10. Maintain ordinances to ensure that *Resource Protection Areas* are off limits to virtually all development, except primitive recreation, forest management, wildlife management, emergency and fire protection activities, and harvesting of wild crops. Allow uses such as fishing, foraging, timber harvesting, farming, public education, or research of natural sciences, and essential services if they are carried out in a way that does not damage the resource or lower its value in meeting natural resource functions. Require human activities to adhere to standards such as those presented in the state's model shoreland zoning ordinance.

Strategy XIII.B.11. *Shoreland Areas* include portions of coastal shorelines that are not in *Resource Protection Areas* and are intended to provide for low to medium intensity residential development. These areas shall remain relatively open and rural in character.

Strategy XIII.B.12. Amend ordinances to require new lots to be a minimum of three acres in *Shoreland Areas*.

Require new lots created in a subdivision to front on internal public or private roads and require new development to be sited in a manner that preserves fishing, important natural and cultural resources, wildlife habitat, scenic views and by locating buildings in or adjacent to wooded areas as opposed to open fields and shorelands to the maximum extent possible.

Allow the creation of smaller lots for residential developments, tied to the suitability of soils for community septic and community water systems, if the balance of the area needed to meet density requirements is permanently set aside for fishing, natural resource, wildlife habitat, scenic views, or open space. Require community septic and community water systems for subdivision of existing parcels that are twenty-five or more acres in size.

Strategy XIII.B.13. Amend ordinances to require new lots to be a minimum of five acres in *Rural Areas*.

Require new development to be sited in a manner that preserves the visual and natural environment by clustering development away from important natural and cultural resources, wildlife habitat, and scenic views and by locating buildings in or adjacent to wooded areas as opposed to open fields and shorelands to the maximum extent possible.

Allow the creation of smaller lots for residential developments, tied to the suitability of soils for community septic and community water systems, if the balance of the area needed to meet density requirements is permanently set aside for fishing or open space.

Encourage additional road and trail connections between subdivisions, where appropriate, recognizing that dead-end roadways and cul-de-sacs may be desirable in some places to protect important natural resources, to promote greater mobility between neighborhoods and community amenities like the school.

Policy XIII.C. Continue allowing cluster development, and in some cases requiring it, to:

- define boundaries of *Village Areas* and *Activity Centers* by providing visual breaks with natural and/or landscaped buffers;
- preserve aesthetic rural character; and
- preserve and buffer important natural features, large blocks of unfragmented habitat and open space, scenic views, and places identified on the Special Places map.

Strategy XIII.C.1. In *Shoreland Areas* and *Rural Areas*, require standards that make developments inconspicuous from public roads, public spaces, and the water. In addition, encourage the use of cluster and/or conservation development techniques that require 10% or more of the development in subdivisions in *Shoreland Areas* and *Rural Areas* to be set aside as permanently protected open or forested space.

In *Village Areas*, encourage a clustering concept that will produce traditional neighborhoods, similar to that of Dark Harbor.

Strategy XIII.C.2. Amend the ordinance to clarify that the Planning Board may require the cluster development option.

Strategy XIII.C.3. Monitor the effectiveness of revised cluster provisions in the Development Review Ordinance and modify them, if necessary, to assure that the resulting development meets the purpose of this policy.

Policy XIII.D. Plan for safe, sanitary waste disposal, water supply, and other public investments in *Village Areas* and *Activity Areas* to protect water quality and create a desirable and compact settlement pattern.

Strategy XIII.D.1. Amend the Development Review Ordinance to require developers to construct community septic and water systems when parcels are proposed to be subdivided in *Village Areas* and *Activity Centers*. The Town shall investigate when public sewer, public water, and other amenities and investments may be appropriate or desired to create a desirable and compact settlement pattern. See *Policy IX.B.* Require community septic and community water systems for subdivision of existing parcels that are twenty-five or more acres in size in *Shoreland Areas* and *Rural Areas*.

Policy XIII.E. Watch over implementation of this Comprehensive Plan Update and monitor success in achieving its policies and goals.

If comprehensive plans are to address major community issues in a manner likely to yield positive results, they must clearly identify desired outcomes and establish a means of measuring performance relative to these outcomes. Without a strong focus on outcomes, there is a tendency to equate success or failure mainly with effort rather than result. This emphasis not only hampers planning efforts, but can result in the long-term perpetuation of strategies that are ineffective or even counterproductive. The implementation of proposed ordinance standards, for example, is an output that may or may not result in the desired outcome of directing compact development to *Village Areas* and *Activity Areas*.

This Comprehensive Plan Update allows the Town to take a fresh look at its policies and strategies and to place a greater emphasis on identifying positive outcomes and establishing targets or benchmarks to strive for and gauge progress. Setting benchmarks relative to *Village Areas*, *Activity Areas*, *Shoreland Areas*, *Rural Areas*, and *Resource Protection Areas* is essential to gauge the Town's success at guiding growth. Even for plan goals that do not lend themselves

to precise measurement, the exercise of discussing how success will be evaluated is an extremely valuable one.

Strategy XIII.E.1. Assign oversight of implementation and monitoring of success to a Comprehensive Plan Implementation Committee and the Select Board. Assign specific tasks, including overall oversight, to the Comprehensive Plan Implementation Committee, to ensure that the implementation schedule is being followed, evaluate whether implemented strategies are leading to positive outcomes, and track progress on particular steps relative to benchmarks established in the plan.

To initiate implementation, the Select Board and Comprehensive Plan Implementation Committee shall:

- Schedule a kick-off workshop to discuss the logistics of implementation and reiterate the respective roles different parties will play in the process. Discuss plan specifics and views on how to best proceed.
- Thereafter, meet annually with each party responsible for implementation in the upcoming year to review and clarify strategies, refine the anticipated schedule for each year's activities, and reassign tasks if the party is unable to complete the task. If it is determined that implementation of certain steps is lagging or key benchmarks of performance are not being met, develop a plan of action.
- Publish each year's implementation schedule and track positive outcomes in the Annual Report and regularly post progress on the Town's website.
- Display an enlarged version of the annual schedule at the Town Office and note progress.
- Annually, acknowledge and celebrate implementation efforts and progress toward achieving policies and goals

XIV. Fiscal Capacity

GOAL – It is the GOAL of the Town of Islesboro to maintain a prudent, open, and transparent fiscal management system.

Policy XIV.A. Minimize costs under the control of other governmental sectors.

Strategy XIV.A.1. Continue to monitor and participate in the Waldo County budget process so that service levels to the Town will increase as needed and county costs will be stabilized.

Strategy XIV.A.2. Continue to oppose unfunded state and federal mandates by working with legislative representatives.

Strategy XIV.A.3. Encourage state legislators to support state reimbursement for tax revenue that is lost from properties enrolled in current use taxation programs.

Policy XIV.B. Plan for and invest in infrastructure necessary to meet community needs and support implementation of the comprehensive plan.

Strategy XIV.B.1. Formalize, strengthen, update, and prioritize the Five Year Capital Improvements Budget based on needs and policies identified in the comprehensive plan. Where appropriate, minimize financial burden on community for implementing the comprehensive plan.

Strategy XIV.B.2. Establish a limit for annual debt service (annual repayment of borrowed funds plus interest) not to exceed 15 percent of any annual budget except in emergency situations.

Strategy XIV.B.3. Continue to establish and maintain Capital Reserve Funds.

Strategy XIV.B.4. Offset property taxation with user fees for specialized activities that solely or mostly benefit those participating in those activities.

Strategy XIV.B.5. Prepare and distribute information about proposed capital investments to ensure good decision making by Select Board and at Town Meeting.

Policy XIV.C. Maintain an equitable system of assessing taxes.

Strategy XIV.C.1. Undertake a revaluation when the Town's ratio of assessed to market value falls below the state's recommended minimum of 70%.

XV. Governance

GOAL – It is the Goal of the Town of Islesboro to have the greatest possible participation of its citizens and residents in formulating town policies in a fair, open, transparent, and efficient manner.

Policy XV.A. Establish clear lines of communication and cooperation among Town government, Town committees, and community organizations,

Strategy XV.A.1. Create and maintain a Town web site to share information about Town government, Town committee activities, and links to community organizations' web sites.

Strategy XV.A.2. Require the Select Board and Town committees to post brief, quarterly reports of their activities on the Town web site.

Strategy XV.A.3. Record Select Board and Planning Board meetings and investigate streaming meetings online.

Strategy XV.A.4. Work with the Maine Municipal Association to prepare conflict of interest statements to be signed by all members of Town committees when they are elected and/or appointed.

Strategy XV.A.5. Establish a Comprehensive Plan Implementation Committee to oversee implementation of the Comprehensive Plan. Require the Committee to report on progress, or lack thereof, in the Town's Annual Report.

Policy XV.B. Strengthen Town committees.

Strategy XV.B.1. Establish protocols for cooperation among Town committees whose missions, purposes, and areas of concern overlap.

Strategy XV.B.2. Require committee chairs to meet formally on a bi-annual basis with the Select Board and Town Manager to review expectations, responsibilities, and the goals of the committee.

Strategy XV.B.3. Encourage greater participation of seasonal residents by establishing better telephone and other electronic facilities offsite participation.

Strategy XV.B.4. Consider and adopt measures to increase participation of seasonal residents including, but not limited to, establishing a seasonal advisory committee, including a position for a seasonal resident on every Town committee, including a non-voting seasonal member on the Select Board.

Policy XV.C. Strengthen leadership and accountability in Town government.

Strategy XV.C.1. Create a charter commission to consider the need to adopt a Town Charter and make recommendations, including, but not limited to, whether:

- candidates for the Select Board should be required to file and post nomination petitions with a certain number of signatures at a specific number of days before Town Meeting,
- additional nominations should be allowed and/or encouraged from the floor of Town Meeting,
- alternative methods of voting, such as secret ballots, should be used at Town Meeting,
- election of the First and Second Selectmen should be held at Town Meeting, following short presentations by each candidate,
- similar election procedures should be established for Chair of the School Committee,
- some positions, such as members of the Select Board, School Board, Planning Board, which require substantial time commitments, should be stipend positions, and if so, establish rates after investigating rates in comparable communities.

Strategy XV.C.2. Post notice of elections for the Select Board and School Committee three months in advance of Town Meeting, along with a summary of qualifications and duties of each position.