

## ARTS, CULTURE, AND HISTORY

| Number   | Policy/Action                                                                                                                                                                                                                                                                       |
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| Policy 1 | Provide continued support for the protection of historic resources in Ellsworth.                                                                                                                                                                                                    |
| Action a | Continue to support the Ellsworth Historic Preservation Commission and utilize the Historic Preservation Ordinance to preserve existing historic structures and ensure new structures in historic districts are compatible with existing buildings.                                 |
| Action b | Consider expanding the historic district to include downtown Ellsworth.                                                                                                                                                                                                             |
| Action c | Work with local partners to create educational materials to share the benefits of historic preservation and adaptive reuse, including information on the state's historic tax credit program and additional funding sources to improve historic structures.                         |
| Action d | Continue to pursue grant funding to support the maintenance and revitalization of historic structures.                                                                                                                                                                              |
| Action e | Begin the process to obtain a Certified Local Government designation in order to access additional grant funding and technical assistance to benefit local property owners and City committees.                                                                                     |
| Action f | Research and inventory needed upgrades to historic City facilities.                                                                                                                                                                                                                 |
| Policy 2 | Provide support for arts and cultural organizations in Ellsworth.                                                                                                                                                                                                                   |
| Action a | Identify opportunities for public art and partner with local artists and arts organizations to implement public art projects.                                                                                                                                                       |
| Action b | Support and partner with organizations and businesses to host and promote events that foster connection, entrepreneurship, and highlight the City's art and culture assets.                                                                                                         |
| Action c | Consider establishing an Arts and Culture Committee.                                                                                                                                                                                                                                |
| Action d | Expand opportunities to share arts and culture resources online.                                                                                                                                                                                                                    |
| Action e | Consider establishing a downtown arts district and/or arts and culture hub.                                                                                                                                                                                                         |
| Policy 3 | Promote the City's historic resources and cultural assets to increase awareness and support economic development initiatives.                                                                                                                                                       |
| Action a | Continue to maintain and promote the Museum in the Streets.                                                                                                                                                                                                                         |
| Action b | Partner with Ellsworth Historical Society, Ellsworth Public Schools, and other organizations to promote public awareness and appreciation of historic and cultural resources through development of print materials, online content, and signage, educational programs, and events. |
| Action c | Conduct a historic preservation inventory and analysis of the City's archaeological (pre-historic), marine, and built historic resources                                                                                                                                            |

| WATER RESOURCES |                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Number          | Policy/Action                                                                                                                                                                                                                                                                                                                                                                           |
| Policy 1        | Protect current and potential drinking water sources.                                                                                                                                                                                                                                                                                                                                   |
| Action a        | Adopt or amend local land use ordinances as applicable to incorporate stormwater runoff performance standards consistent with the Maine Stormwater Management Law and Maine Stormwater regulations, Maine DEP's allocations for allowable levels of phosphorus in lake/pond watersheds, and Maine Pollution Discharge Elimination System Stormwater Program.                            |
| Action b        | Maintain, enact, or amend public wellhead and aquifer recharge area protection mechanisms, as necessary.                                                                                                                                                                                                                                                                                |
| Action c        | Collaborate with the Towns of Orland and Dedham, landowners, nonprofits, and state agencies to implement the action items in the Branch Lake Watershed Based Protection Plan.                                                                                                                                                                                                           |
| Action d        | Continue to evaluate impacts of recreational uses and restrict access or prohibit uses, as appropriate, to help protect water quality.                                                                                                                                                                                                                                                  |
| Action e        | Conduct a study to assess the ability of Simmons Pond to serve as a secondary water supply.                                                                                                                                                                                                                                                                                             |
| Action f        | Research options for changing the location of temporary snow storage to minimize salt runoff near waterways.                                                                                                                                                                                                                                                                            |
| Policy 2        | Protect water resources in growth areas while promoting more intensive development in those areas.                                                                                                                                                                                                                                                                                      |
| Action a        | Amend local land use ordinances to incorporate more specific low impact development (LID) standards, offering alternative designs and approaches and research possible incentives that encourage LID without constraining development.                                                                                                                                                  |
| Action b        | Develop a watershed management or mitigation plan for Card Brook that will promote continued development or redevelopment without further stream degradation.                                                                                                                                                                                                                           |
| Action c        | Adopt water quality protection practices and standards for construction and maintenance of public and private roads and public properties and require their implementation by contractors, owners, and community officials and employees.                                                                                                                                               |
| Action d        | Protect significant water resources from pollution and improve water quality where needed.                                                                                                                                                                                                                                                                                              |
| Policy 3        | Minimize pollution discharges through the maintenance and upgrade of existing public sewer and water systems and wastewater treatment facilities.                                                                                                                                                                                                                                       |
| Action a        | Prioritize and seek funding for the construction of a new water treatment plant to increase capacity to support growth.                                                                                                                                                                                                                                                                 |
| Action b        | Examine opportunities to upgrade the City's dewatering plant in order to increase capacity.                                                                                                                                                                                                                                                                                             |
| Action c        | Plan for ongoing maintenance costs of existing public sewer and water systems and wastewater treatment facilities                                                                                                                                                                                                                                                                       |
| Action d        | Provide support to homeowners in lakefront areas on proper maintenance of septic systems and continue to seek funding to help address failing systems.                                                                                                                                                                                                                                  |
| Action e        | Improve enforcement mechanisms and mitigation requirements for illegal septic discharge and removal of vegetation on private properties adjacent to water bodies.                                                                                                                                                                                                                       |
| Policy 4        | Cooperate with neighboring communities and regional and local advocacy groups to protect water resources.                                                                                                                                                                                                                                                                               |
| Action a        | Encourage landowners to protect water quality and provide educational resources for water quality best management practices from resources such as the Branch Lake Association, Natural Resource Conservation Service, University of Maine Cooperative Extension, Hancock County Soil and Water Conservation District, Maine Forest Service, and/or Small Woodlot Association of Maine. |
| Action b        | Participate in local and regional efforts to monitor, protect, and, where warranted, improve water quality.                                                                                                                                                                                                                                                                             |

| WATER RESOURCES |                                                                                                                                                                                                 |
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| Number          | Policy/Action                                                                                                                                                                                   |
| Action c        | Improve water protection ordinances for all water bodies.                                                                                                                                       |
| Action d        | Provide educational materials to lakefront property owners to help limit erosion, divert runoff, identify and prevent the spread of invasive species, and limit pollution in Ellsworth's lakes. |

| NATURAL RESOURCES |                                                                                                                                                                                                                                                               |
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| Number            | Policy/Action                                                                                                                                                                                                                                                 |
| Policy 1          | Conserve critical natural resources in the community.                                                                                                                                                                                                         |
| Action a          | Ensure that land use ordinances are consistent with applicable state law regarding critical natural areas.                                                                                                                                                    |
| Action b          | Designate critical natural resources as Critical Resource Areas in the Future Land Use Plan.                                                                                                                                                                  |
| Action c          | Require review and identification of critical natural resources during the site plan review process and require mitigation or protection measures (e.g., modification of the proposed site design, construction timing, extent of excavation) as appropriate. |
| Policy 2          | Coordinate with neighboring communities and regional and state resource agencies to protect shared critical resources.                                                                                                                                        |
| Action a          | Initiate and/or participate in interlocal and/or regional planning, management, and/or regulatory efforts around shared critical and important natural resources, including management of the City's lakes and watersheds.                                    |
| Action b          | Continue to partner with Frenchman Bay Conservancy and other private land owners to protect critical natural resources through acquisition of land or easements.                                                                                              |
| Action c          | Distribute or make available information to those living in or near critical or important natural resources about current use tax programs and applicable local, state, or federal regulations.                                                               |

| AGRICULTURE AND FORESTRY |                                                                                                                                                                                                                                                              |
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| Number                   | Policy/Action                                                                                                                                                                                                                                                |
| Policy 1                 | Improve stewardship of forests and tree canopy, open spaces, and public rights of way.                                                                                                                                                                       |
| Action a                 | Establish forest management plans for City-owned forests and open spaces and consult with the Maine Forest Service district forester in the development of management plans.                                                                                 |
| Action b                 | Develop a budget and allocate financial resources toward forestry initiatives to create healthy forests, plan for roadside tree maintenance, and plan for the removal and replanting of trees in public rights-of-way, aligned with forest management plans. |
| Action c                 | Support the development of programming to encourage the planting of native trees on private property, educate volunteers to support maintenance efforts, and mitigate the impacts of forest fires.                                                           |
| Action d                 | Consider developing an ordinance to require organic trees and organic tree and garden care.                                                                                                                                                                  |
| Action e                 | Review and revise Chapter 56 of the City's Unified Development Ordinance with a focus on protecting existing trees and forested areas.                                                                                                                       |
| Action f                 | Identify key invasive species that threaten Ellsworth's forests and develop strategies for stopping their spread and/or removing them.                                                                                                                       |
| Action g                 | Review, and revise as appropriate, street design standards to ensure adequate landscaping and tree cover to be provided with new development and redevelopment within the growth area.                                                                       |
| Policy 2                 | Protect farmlands and promote agricultural activities in Ellsworth.                                                                                                                                                                                          |
| Action a                 | Investigate techniques to preserve farmland, including conservation or cluster subdivisions, transfer of development rights, and disincentives for conversion of agricultural land.                                                                          |
| Action b                 | Identify opportunities to expand the local food system including community gardens and urban farms.                                                                                                                                                          |
| Action c                 | Support local partners in finding a permanent location for the Ellsworth Farmers Market.                                                                                                                                                                     |
| Action d                 | Consult with Soil and Water Conservation District staff when developing any land use regulations pertaining to agricultural management practices.                                                                                                            |
| Action e                 | Coordinate with USDA to share resources with local farmers and foresters and promote responsible stewardship.                                                                                                                                                |
| Policy 3                 | Support Ellsworth's farming and forestry activities and encourage their economic viability.                                                                                                                                                                  |
| Action a                 | Support local agricultural operations through events, programs, and initiatives to promote farms and involve farmers in economic development initiatives.                                                                                                    |
| Action b                 | Encourage owners of farm and forest land to enroll in the State's farm and tree current use tax programs.                                                                                                                                                    |
| Action c                 | Limit non-residential development in rural (non-growth) areas to natural resource-based businesses and services, nature tourism/outdoor recreation businesses, farmers' markets, and home occupations.                                                       |
| Action d                 | Explore the feasibility of open space requirements for new developments in order to preserve prime farmland and forest resources.                                                                                                                            |
| Action e                 | Conduct a feasibility study to assess the opportunities to establish a food manufacturing hub.                                                                                                                                                               |

| MARINE RESOURCES |                                                                                                                                                                                                                                                         |
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| Number           | Policy/Action                                                                                                                                                                                                                                           |
| Policy 1         | Foster water-dependent land uses and balance them with other complementary land uses.                                                                                                                                                                   |
| Action a         | Explore additional opportunities to expand aquatic recreation in Ellsworth, including hand-carry boat launches or additional kayak and canoe storage.                                                                                                   |
| Action b         | Provide information about the Working Waterfront Access Pilot Program and current use taxation program to owners of waterfront land used to provide access to or support the conduct of commercial fishing activities.                                  |
| Action c         | Support the implementation of local and regional harbor and bay management plans.                                                                                                                                                                       |
| Action d         | Identify opportunities to implement the recommendations of the Strategic Waterfront Plan.                                                                                                                                                               |
| Policy 2         | Maintain and, where warranted, improve harbor management, facilities, and marine habitat.                                                                                                                                                               |
| Action a         | Partner with community organizations to support the management of Ellsworth Harbor and Harbor Park and implement the initiatives of the Harbor Master Plan (e.g., bath house and office space upgrade.)                                                 |
| Action b         | Partner with community organizations and regional entities to support the planned dredging of the Union River by the Army Corps of Engineers.                                                                                                           |
| Action c         | Work with local property owners, land trusts, and others to protect, maintain, and, where warranted, improve physical and visual public access to the community's marine resources for all appropriate uses including fishing, recreation, and tourism. |
| Action d         | Support the Harbor Commission in assessing the feasibility and development of a commercial fishing dock                                                                                                                                                 |
| Action e         | Encourage owners of marine businesses and industries to participate in clean harbor                                                                                                                                                                     |
| Policy 3         | Strengthen resilience to storm flooding from the Union River.                                                                                                                                                                                           |
| Action a         | Continue participation in the Climate Resilience Partnership.                                                                                                                                                                                           |
| Action b         | Assess the need for infrastructure modifications or upgrades to mitigate impacts of flooding                                                                                                                                                            |
| Action c         | Create educational materials to help educate water-front property owners on floodplains and the types of insurances they should carry.                                                                                                                  |

| ECONOMY  |                                                                                                                                                                                                                                                                    |
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| Number   | Policy/Action                                                                                                                                                                                                                                                      |
| Policy 1 | Continue to invest in economic development initiatives to support Ellsworth's residents and workers, as well as the region.                                                                                                                                        |
| Action a | Explore ways to expand access to quality, affordable child care, such as support for innovative childcare models like cooperative services or a revolving loan fund supporting entrepreneurs who open childcare operations.                                        |
| Action b | Remove barriers to opening and running in-home daycare operations by developing technical guidance for new business development and working with the Child Care Business Lab to support local childcare entrepreneurs.                                             |
| Action c | Continue to support efforts to expand the City's broadband network and work with regional partners, as necessary, to increase broadband access.                                                                                                                    |
| Action d | Conduct a consumer market study to identify unmet demand in consumer goods and services.                                                                                                                                                                           |
| Policy 2 | Build and strengthen local and regional partnerships to support economic development and business attraction that aligns with identified target industry clusters.                                                                                                 |
| Action a | Partner with the State and regional economic development organizations to support planning efforts that impact the City, including implementation of the 2021-2025 Comprehensive Economic Development Strategy.                                                    |
| Action b | Consider ways to expand the City's recreation and tourism economy in coordination with the State's outdoor recreation economy goals, including investigating new trends in outdoor recreation and focusing on access to and stewardship of recreational amenities. |
| Action c | Support the Maine Coast Hospital and growth of the healthcare industry and related services.                                                                                                                                                                       |
| Action d | Continue to support the City's Business Incubator and examine options to develop facilities that support existing and start-up businesses, including small-scale manufacturing space, temporary retail space, or commercial kitchen.                               |
| Action e | Develop a consortium of businesses and entrepreneurs connected to the Life Sciences industry cluster, establishing a regular meeting schedule for discussion of what is needed to build the local ecosystem.                                                       |
| Action f | Partner with local businesses to promote and support events that highlight the City and region's specialty food, beverage, and agricultural products and food establishments.                                                                                      |
| Action g | Maintain an inventory of available commercial spaces to be promoted through the economic development website and collaborate with Maine DECD to represent Ellsworth properties through the State's site selection tool.                                            |
| Policy 3 | Continue to invest in downtown Ellsworth through infrastructure improvements, amenities, and encouraging development that will support a strong business community and quality of life.                                                                            |
| Action a | Commission a Downtown Plan with a robust community engagement strategy.                                                                                                                                                                                            |
| Action b | Continue to invest in creating and enhancing public spaces in downtown, including the Franklin Street Parklet, Merrill Park, and Whiting Park.                                                                                                                     |
| Action c | Consider implementing wayfinding signage to help visitors navigate downtown and to promote Ellsworth's amenities and cultural and historic resources.                                                                                                              |
| Action d | Create incentives for adaptive re-use of buildings to support small businesses.                                                                                                                                                                                    |
| Action e | Evaluate development incentives compared to incentives of comparable communities.                                                                                                                                                                                  |
| Action f | Promote Tax Increment Financing in strategic locations to facilitate the infrastructure to support mixed-use (commercial and residential) developments as desired by the community                                                                                 |

| ECONOMY  |                                                                                                                                                                                                                                                                             |
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| Number   | Policy/Action                                                                                                                                                                                                                                                               |
| Action g | Contact owners of properties that are candidates for infill development and work with the owners and the development community to remove barriers to investment, including providing support and guidance for small-scale developers.                                       |
| Action h | Explore opportunities for beautification or addition of other amenities to support downtown activity, including year-round public restrooms and trash receptacles.                                                                                                          |
| Policy 4 | Accompany the current Business Attraction Plan with a marketing plan                                                                                                                                                                                                        |
| Action a | Continue to update and create economic development marketing materials.                                                                                                                                                                                                     |
| Action b | Continue the creation of ecosystems/hubs to promote entrepreneurship, business development, and workforce development.                                                                                                                                                      |
| Action c | Support existing and start-up businesses by compiling and promoting financial and technical resources.                                                                                                                                                                      |
| Action d | Market Ellsworth to young creatives and professionals through coordination with Live + Work in Maine.                                                                                                                                                                       |
| Action e | Implement a longitudinal study of local business owners and operators to collect feedback on business operations, needs and expansion plans.                                                                                                                                |
| Action f | Identify and compile resources to assist workers relocating to the region and to support businesses in attracting new hires.                                                                                                                                                |
| Policy 5 | Continue to support public education and workforce development.                                                                                                                                                                                                             |
| Action a | Continue to strengthen partnerships between the educational institutions and the business and nonprofit community to support educational and workforce development initiatives and align training and certification opportunities with the needs of the business community. |
| Action b | Support the expansion of programming through Ellsworth Adult & Community Education with a focus on job training, technical education, and digital literacy to address gaps in the workforce.                                                                                |
| Action c | Continue to support the Ellsworth Public Library in expanding learning opportunities to meet the needs of the community and help to build community partnerships to support EPL goals.                                                                                      |
| Action d | Actively promote workforce development opportunities and business development programs to increase awareness of available resources.                                                                                                                                        |



| HOUSING  |                                                                                                                                                                                                                                          |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Number   | Policy/Action                                                                                                                                                                                                                            |
| Policy 1 | Encourage and promote adequate workforce housing to support the community's and region's economic development.                                                                                                                           |
| Action a | Maintain, enact or amend growth area land use regulations to increase density, decrease lot size, setbacks and road widths, or provide incentives such as density bonuses, to encourage the development of affordable/workforce housing. |
| Action b | Identify suitable land for development and proactively coordinate with property owners and developers to efficiently move housing development projects forward to completion.                                                            |
| Action c | Implement the recommendations of the Ellsworth Housing Study to be completed in 2024.                                                                                                                                                    |
| Action d | Use Affordable Housing Tax Increment Financing to assist affordable housing development in designated growth areas.                                                                                                                      |
| Policy 2 | Ensure that land use controls encourage the development and preservation of a variety of housing types including affordable housing and rental housing.                                                                                  |
| Action a | Maintain, enact or amend ordinances to remove barriers to developing accessory dwelling units in growth areas, subject to site suitability.                                                                                              |
| Action b | Designate a location(s) in growth areas where mobile home parks are allowed pursuant to 30-A M.R.S.A. §4358(3)(M) and where manufactured housing is allowed pursuant to 30-A M.R.S.A. §4358(2).                                          |
| Action c | Develop a balanced approach to managing short-term rentals and consider ways to limit short-term rentals in favor of long-term housing options.                                                                                          |
| Action d | Investigate the suitability of allowing cluster housing developments or cottage community developments in residential zones.                                                                                                             |
| Action e | Develop guidelines and definitions for boarding houses/group homes and emergency housing facilities.                                                                                                                                     |
| Policy 3 | Encourage and support the efforts of the regional housing coalitions in addressing affordable                                                                                                                                            |
| Action a | Work with regional entities to coordinate efforts to support the creation of affordable housing opportunities and address regional housing needs.                                                                                        |
| Action b | Continue to support the initiatives of the housing authority to create and preserve safe, quality affordable housing.                                                                                                                    |
| Action c | Coordinate with regional and state organizations to build an ecosystem for small-scale developers and encourage incremental development.                                                                                                 |
| Policy 4 | Increase housing opportunities in downtown.                                                                                                                                                                                              |
| Action a | Conduct an inventory of vacant space in existing buildings in downtown.                                                                                                                                                                  |
| Action b | Consider the feasibility of converting vacant and underused second-floor and third-floor spaces into housing units to increase downtown housing capacity and support affordability.                                                      |
| Action c | Balance land use in commercial areas and transitional/mixed-use areas throughout the City's growth areas to support livable residential neighborhoods.                                                                                   |

| RECREATION |                                                                                                                                                                                                                                                                          |
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| Number     | Policy/Action                                                                                                                                                                                                                                                            |
| Policy 1   | Support the maintenance and upgrading of existing recreational facilities and expansion of recreational programming as necessary.                                                                                                                                        |
| Action a   | Establish a Recreation Department to manage programming and events, oversee maintenance of facilities, and coordinate resources of the City and partner agencies.                                                                                                        |
| Action b   | Develop a recreation plan to meet current and future needs and explore ways to address identified needs and support the growth of the recreation economy.                                                                                                                |
| Action c   | Improve ADA accessibility of parks and recreation facilities in coordination with planned facility upgrades.                                                                                                                                                             |
| Action d   | Market Ellsworth as a year-round destination for recreation through promotional materials and events to promote outdoor recreation.                                                                                                                                      |
| Action e   | Improve indoor sports and commercial recreational facilities.                                                                                                                                                                                                            |
| Action f   | Conduct an assessment of the Moore Center including use, operations, management, and potential value to the community.                                                                                                                                                   |
| Policy 2   | Preserve, enhance, and expand open space for recreational use, as appropriate.                                                                                                                                                                                           |
| Action a   | Work with an existing local land trust or other conservation organizations to pursue opportunities to protect important open space or recreational land.                                                                                                                 |
| Action b   | Encourage qualifying land owners to enroll in the State's open space current tax use program.                                                                                                                                                                            |
| Policy 3   | Support maintenance of existing trail assets and expansion of the trail network.                                                                                                                                                                                         |
| Action a   | Provide educational materials regarding the benefits and protections for landowners allowing public recreational access on their property, including information on Maine's landowner liability law regarding recreational or harvesting use, Title 14, M.R.S.A. §159-A. |
| Action b   | Consider establishing an endowment fund to encourage public and private donations to                                                                                                                                                                                     |
| Action c   | Explore ways to expand trail access and connectivity and maintain existing trails, including the establishment of a Trail Fund.                                                                                                                                          |
| Policy 4   | Protect, maintain, and improve access to the Union River and lakes for a diversity of uses including fishing, recreation, tourism, and commercial activity.                                                                                                              |
| Action a   | Develop a waterfront plan to strengthen Ellsworth's connection to the River and guide change that will enhance public access and activity along the River.                                                                                                               |
| Action b   | Work with local property owners, land trusts, and others to protect major points of physical and visual access to the Union River and lakes in Ellsworth.                                                                                                                |
| Action c   | Plan for ways to redevelop Water Street.                                                                                                                                                                                                                                 |
| Action d   | Further leverage public access to the river, including expansion of the Riverwalk and other pedestrian paths and patios.                                                                                                                                                 |
| Action e   | Support local organizations in providing aquatic-based programming.                                                                                                                                                                                                      |
| Action f   | Improve pedestrian connectivity from Harbor Park to downtown, including consideration for an off-road multi-use trail.                                                                                                                                                   |

| TRANSPORTATION |                                                                                                                                                                                                                                                                                                                                                                 |
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| Number         | Policy/Action                                                                                                                                                                                                                                                                                                                                                   |
| Policy 1       | Prioritize community and regional needs associated with safe, efficient, and optimal use of transportation systems.                                                                                                                                                                                                                                             |
| Action a       | Develop or continue to update a prioritized improvement, maintenance, and repair plan for the community's transportation network                                                                                                                                                                                                                                |
| Action b       | Work with Downeast Transportation, other transportation providers, surrounding municipalities, regional entities, and employers to improve transit service to meet the needs of residents and employees.                                                                                                                                                        |
| Action c       | Identify opportunities for enhanced connectivity between neighboring communities, including coordination with the other regional centers like Bangor, Bar Harbor, and Belfast.                                                                                                                                                                                  |
| Action d       | Support regional efforts to develop rail service on existing infrastructure to optimize intermodal transportation in the region for passengers and freight.                                                                                                                                                                                                     |
| Action e       | Coordinate with regional partners and transportation companies to provide educational material on bus schedules, bus stops, and connected trails around Ellsworth to help residents better utilize transportation options and to increase ridership.                                                                                                            |
| Action f       | Promote public health, protect natural and cultural resources, and enhance livability by managing land use in ways that maximize the efficiency of the transportation system and minimize increases in vehicle miles traveled.                                                                                                                                  |
| Policy 2       | Maintain and improve the City's transportation system with a focus on safety and efficiency of travel.                                                                                                                                                                                                                                                          |
| Action a       | Maintain, enact or amend local ordinances as appropriate to address or avoid conflicts with:<br>a. Policy objectives of the Sensible Transportation Policy Act (23 M.R.S.A. §73);<br>b. State access management regulations pursuant to 23 M.R.S.A. §704; and<br>c. State traffic permitting regulations for large developments pursuant to 23 M.R.S.A. §704-A. |
| Action b       | Develop a corridor plan for the High Street/Route 1 corridor to guide redevelopment and improve safety and mobility for all users.                                                                                                                                                                                                                              |
| Action c       | Improve through connections to relieve traffic volume on major corridors.                                                                                                                                                                                                                                                                                       |
| Action d       | Investigate innovations in traffic signal technology to relieve traffic congestion at key intersections and along major corridors.                                                                                                                                                                                                                              |
| Action e       | Promote "park once" initiatives and strategies to reduce in-town vehicle trips, including adequate public parking, signage, and safe pedestrian connections among commercial areas.                                                                                                                                                                             |
| Action f       | Reassess parking requirements for downtown uses, specifying that conversions may require additional provision of parking spaces.                                                                                                                                                                                                                                |
| Action g       | Continue to evaluate emerging technology to improve traffic flow (e.g., adaptive timing plan, cameras, additional traffic signals, centralized pre-emption for response vehicles)                                                                                                                                                                               |
| Policy 3       | Leveraging state and federal funding and municipal financing tools to fund infrastructure improvements, transportation projects, and public facilities.                                                                                                                                                                                                         |
| Action a       | Review and revise ordinance standards for subdivisions and for public and private roads as appropriate to foster transportation-efficient growth patterns, including encouraging cluster development and rural growth that is concentrated around nodes.                                                                                                        |
| Action b       | Consider establishing development impact fees for transportation to support the increased costs to maintain and provide infrastructure and services associated with growth.                                                                                                                                                                                     |

| TRANSPORTATION |                                                                                                                                                                                                                                        |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Number         | Policy/Action                                                                                                                                                                                                                          |
| Policy 4       | Meet the diverse transportation needs of residents (including children, older adults, and                                                                                                                                              |
| Action a       | Prioritize expanding the City's sidewalk infrastructure with a focus on connecting existing pedestrian infrastructure and improving access to key amenities and facilities.                                                            |
| Action b       | Ensure that residential areas adjacent to downtown and commercial districts have appropriate bicycle and pedestrian connections.                                                                                                       |
| Action c       | Continue to collaborate with MaineDOT to complete the Ellsworth Bicycle/Pedestrian Trail Connector project to connect the existing City trail to the Downeast Sunrise Trail.                                                           |
| Action d       | Consider requiring new development or redevelopment within the growth area to be designed to accommodate transit use and a variety of transportation options, including bicycle racks, space for bus stops, EV charging stations, etc. |
| Action e       | Improve bicycle and pedestrian infrastructure and amenities to support bicycling and walking (e.g., bike racks, street lighting, sidewalk improvements) in growth areas and identify maintenance resources and responsibilities.       |
| Action f       | Investigate new trends in micromobility and explore strategies and amenities to support its use, especially within downtown.                                                                                                           |
| Action g       | Conduct an inventory of existing sidewalks to examine connectivity and accessibility.                                                                                                                                                  |

| PUBLIC FACILITIES AND COMMUNITY SERVICES |                                                                                                                                                                                                                                                    |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Number                                   | Policy/Action                                                                                                                                                                                                                                      |
| Policy 1                                 | Improve efficiency of public facilities and services and provide services in a manner that promotes and supports growth and development in identified growth areas.                                                                                |
| Action a                                 | Locate new public facilities and growth-related capital investments predominantly in designated growth areas.                                                                                                                                      |
| Action b                                 | Conduct a feasibility study to identify and prioritize areas to extend water and sewer.                                                                                                                                                            |
| Action c                                 | Periodically conduct a needs assessment to establish benchmarks for level of service and to determine if staffing levels are appropriate to meet the needs of the community, and, if necessary, fund additional positions in the municipal budget. |
| Action d                                 | Efficiently meet identified public facility and service needs and plan for facilities and services to accommodate future growth within the growth area.                                                                                            |
| Action e                                 | Explore options for regional delivery of local services.                                                                                                                                                                                           |
| Action f                                 | Identify opportunities to collaborate with the school's IT Department and examine the feasibility of a joint IT department.                                                                                                                        |
| Action g                                 | Update the Fire and EMS Strategic Plan to evaluate existing EMS operations, staffing, and equipment, and determine how to best use a third-party for EMS services.                                                                                 |
| Policy 2                                 | Upgrade downtown infrastructure to promote mobility and safety.                                                                                                                                                                                    |
| Action a                                 | Plan to replace aging light poles, widen sidewalks.                                                                                                                                                                                                |
| Action b                                 | Conduct an inventory of all City streetlights and significant light sources.                                                                                                                                                                       |
| Action c                                 | Take ownership of all City streetlights, create a maintenance plan, and upgrade fixtures to meet dark-sky standards.                                                                                                                               |
| Policy 3                                 | Continue to explore opportunities to improve communication between the City and residents, with a focus on accessibility and transparency.                                                                                                         |
| Action a                                 | Establish a full-time communications position in the City Manager's Office.                                                                                                                                                                        |
| Action b                                 | Create a communication plan to improve accessibility of City-wide information and identify opportunities to expand outreach to the community.                                                                                                      |
| Action c                                 | Evaluate opportunities to create text-alerts to residents.                                                                                                                                                                                         |
| Action d                                 | Update the City website and reevaluate web tools available to the community.                                                                                                                                                                       |
| Action e                                 | Reevaluate City-wide branding identity and marketing strategies related to public services.                                                                                                                                                        |
| Action f                                 | Evaluate internal communication practices to improve collaboration among departments.                                                                                                                                                              |
| Action g                                 | Provide guidance and support to educate users on accessing information and services                                                                                                                                                                |
| Policy 4                                 | Continue to collaborate with local and regional service providers and the school district to meet the needs of the City's most vulnerable residents.                                                                                               |
| Action a                                 | Implement a system for tracking resources and requests for service to assist in planning and budgeting for future needs for support services.                                                                                                      |
| Action b                                 | Support and participate in the Maine Homeless Management Information System (HMIS) to leverage data, resources, and community partnerships.                                                                                                        |
| Action c                                 | Provide support to local and regional organizations offering community services and shelter and assist in seeking funding to support these efforts.                                                                                                |
| Action d                                 | Formalize a quarterly meeting of social services providers to discuss trends, challenges, and new services.                                                                                                                                        |
| Action e                                 | Implement tools to track where and how general assistance funds are being used.                                                                                                                                                                    |
| Action g                                 | Track residents seeking housing assistance who are at risk of losing housing (e.g., through evictions or foreclosure) and work with partners to provide financial assistance for homelessness prevention.                                          |

| PUBLIC FACILITIES AND COMMUNITY SERVICES |                                                                                                                                                                                                              |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Number                                   | Policy/Action                                                                                                                                                                                                |
| Action h                                 | Establish a digital resource center open to the public that offers community spaces and access to devices, equipment (3D printers, etc.), and high-speed Internet.                                           |
| Policy 5                                 | Maintain, upgrade, and expand infrastructure and facilities with a focus on long-term                                                                                                                        |
| Action a                                 | Coordinate with regional partners to implement the Hancock County Hazard Mitigation Plan and assist in updating the plan as needed.                                                                          |
| Action b                                 | Collaborate with regional coordinators and service providers through the Community Resilience Partnership to support hazard mitigation efforts.                                                              |
| Action c                                 | Conduct a vulnerability assessment to coordinate and assess infrastructure resiliency needs.                                                                                                                 |
| Action d                                 | Seek funding to upgrade or expand infrastructure as needed to mitigate flood risk, including culvert upgrades and dam repairs.                                                                               |
| Action e                                 | Provide public information through a variety of platforms to inform the community of potential hazards and mitigation efforts.                                                                               |
| Action f                                 | Develop an emergency operations plan to establish protocols for response in the event of an emergency, including public health and safety emergencies and natural disasters.                                 |
| Action g                                 | Conduct a resiliency audit on the City communication tower.                                                                                                                                                  |
| Action h                                 | Consider ways to improve winter storm road maintenance to limit environmental impact and preserve the integrity of roads.                                                                                    |
| Policy 6                                 | Improve the City's management of solid waste.                                                                                                                                                                |
| Action a                                 | Explore options to expand recycling services at the transfer station, including e-waste processing as a potential revenue source.                                                                            |
| Action b                                 | Research options for bio-solid waste disposal.                                                                                                                                                               |
| Action c                                 | Research waste disposal practices in comparable communities and explore the potential for shifting to curb-side trash pickup and consider payment and rate options. Seek funding for necessary upgrades.     |
| Policy 7                                 | Identify any capital improvements needed to maintain or upgrade public services to accommodate the community's anticipated growth and changing demographics.                                                 |
| Action a                                 | Continue to make energy efficiency improvements to City facilities and operations, including exploring opportunities for solar installations on public buildings to offset electricity costs.                |
| Action b                                 | Research options for a long-term agreement for solar energy generation on City facilities with current or alternative provider.                                                                              |
| Action c                                 | Conduct an assessment of City facility needs and develop a long-term capital improvement plan for necessary upgrades, expansions, and replacement of aging facilities, as service and staffing needs change. |
| Action d                                 | Improve ADA accessibility of public facilities in coordination with planned upgrades.                                                                                                                        |
| Action e                                 | Identify future sewer and water districts to coordinate planned service extensions with the Future Land Use Plan.                                                                                            |
| Action f                                 | Explore the feasibility of satellite Fire and EMS stations throughout the City to decrease response time to more rural residents.                                                                            |
| Action g                                 | Explore opportunities to improve water pressure in the high pressure zone (e.g., water tower).                                                                                                               |
| Action h                                 | Reassess use of the Union River Center.                                                                                                                                                                      |
| Action i                                 | Develop a plan for the future use of pump station point.                                                                                                                                                     |

**PUBLIC FACILITIES AND COMMUNITY SERVICES**

Number

Policy/Action

Action j

Continue to support the school district in the municipal budget and in long-term capital planning with a focus on facility needs to help ensure a high-quality education.

| FISCAL CAPACITY |                                                                                                                                                                                                                                                         |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Number          | Policy/Action                                                                                                                                                                                                                                           |
| Policy 1        | Finance existing and future facilities and services in a cost effective manner.                                                                                                                                                                         |
| Action a        | Explore opportunities to work with neighboring communities to plan for and finance shared or adjacent capital investments to increase cost savings and efficiencies.                                                                                    |
| Action b        | Explore grants and other funding sources available to assist in the funding of capital investments within the community.                                                                                                                                |
| Action c        | Develop a short- and long-term financial plan, including a fiscal impact analysis and build-out analysis, to gauge the impacts of growth and development on the budget and tax rates                                                                    |
| Action d        | Conduct an inventory and analysis of current City benefits and offerings to improve staff recruiting and retention.                                                                                                                                     |
| Action e        | Explore additional opportunities to provide online services.                                                                                                                                                                                            |
| Action f        | Develop educational programs and materials for City Council members and candidates on taxes, budgeting and fiscal impacts.                                                                                                                              |
| Action g        | Research a potential year-over-year cap on the City budget of a fixed number of percentage points above the cost of living index.                                                                                                                       |
| Action h        | Research debt ratios and other fiscal metrics of comparable communities as a gauge of City performance.                                                                                                                                                 |
| Policy 2        | Minimize the tax burden on City residents by continuing to seek alternative sources of funding.                                                                                                                                                         |
| Action a        | Review current shared services arrangements with neighboring municipalities and revise agreements as needed to meet current service demands, and investigate other opportunities for shared services where an arrangement would be mutually beneficial. |
| Action b        | Evaluate the benefit of a grant writer/grant manager position to assist with accessing state, federal, and other grant funding and with management and reporting for awarded funds.                                                                     |
| Action c        | Conduct an analysis of potential revenue generation opportunities, including asset mapping for downtown and the rest of the City.                                                                                                                       |
| Action d        | Research various fees levied by the City and potential additional fees (e.g., impact, usage) to align with revenue generation and business attraction goals.                                                                                            |
| Policy 3        | Foster private and community partnerships through effective City leadership to support economic vitality and sustainable growth.                                                                                                                        |
| Action a        | Maintain and enhance existing community partnerships to provide recreational programming, educational opportunities, community events, and cultural activities.                                                                                         |
| Action b        | Consider opportunities for public/private partnerships to support the type of development that is desired by the community.                                                                                                                             |
| Action c        | Evaluate the effectiveness of external programs funded by the City and the return on investment to the tax payer and use this evaluation in determining funding priorities for future years.                                                            |



| FUTURE LAND USE |                                                                                                                                                                                                                                                         |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Number          | Policy/Action                                                                                                                                                                                                                                           |
| Policy 1        | Coordinate the community's land use strategies with other local and regional land use planning efforts.                                                                                                                                                 |
| Action a        | Meet with neighboring communities to coordinate land use designations and regulatory and non-regulatory strategies.                                                                                                                                     |
| Action b        | Encourage infill development in growth areas. Where feasible, concentrate commercial development to establish nodes or mixed-use neighborhoods to distribute commercial amenities and diversify transportation modes.                                   |
| Policy 2        | Support a mix of uses and appropriate density of development within downtown and other growth areas to meet the housing and economic growth needs of the community as expressed in the vision statement.                                                |
| Action a        | Track new development in the community by type and location.                                                                                                                                                                                            |
| Action b        | Reevaluate the role of the business park and commerce park designations and revise zoning regulations for these districts, as appropriate, to support current development needs.                                                                        |
| Action c        | Create transition areas between zones without restrictions on uses into zones with more restricted uses. Evaluate the allowance of single-family or other housing in commercial-oriented buffer zones so as to not limit housing development potential. |
| Action d        | Review, and revise as needed, definitions for land uses and land use categories in order to more accurately reflect current business and use operations, and identify where permitted uses are appropriate.                                             |
| Action e        | Coordinate with community partners to create a plan for future development of the 35 acre parcel adjacent to Whitney Community Forest.                                                                                                                  |
| Policy 3        | Revise the City's development regulations to direct growth to designated growth areas and to support development that is fiscally and environmentally responsible.                                                                                      |
| Action a        | Update local ordinances as appropriate to align with the goals and intent of the future land                                                                                                                                                            |
| Action b        | Direct a minimum of 75% of new municipal growth-related capital investments into designated growth areas identified in the future land use plan.                                                                                                        |
| Action c        | Limit unrestricted growth in rural areas by further restricting development in the Rural and Drinking Water districts.                                                                                                                                  |
| Action d        | Provide the code enforcement officer with the tools, training, required certification, and support necessary to efficiently and effectively enforce land use regulations.                                                                               |