

This matrix is a tracking tool intended to be used with recommendations outlined in the Plan Framework section of the 2022 Town of Long Island Comprehensive Plan. The full recommendation detail is found there.					
Strategy	Priority	Timeframe	Lead/Owner/ Responsible Party	Support	Ordinance Related
<b>Economy</b>					
1. Establish a plan to maintain and improve town resources and infrastructure, including the internet broadband service and working waterfront, to support existing and encourage new economic development and activity.	High	Short	Admin	IC	
2. Encourage and remove barriers to the development of affordable housing to make year-round island residency more practical and equitable in order to support and grow the island workforce.	High	Ongoing	PB	IC	Yes
3. Support and empower the Long Island code enforcement officer to effectively, fairly, and equitably monitor and enforce code compliance and the environmental safety of present and future development.	High	Ongoing	SB, CEO	IC	
4. Maximize opportunities to access regulatory, environmental, and financial support from Cumberland County, the State of Maine, and the federal government to balance the fiscal independence of the island with the broader interests of ensuring the viability and preserving the unique history and character of year-round Maine island communities like Long Island.	Med	Ongoing	Admin	IC	
5. Evaluate local ordinances for alignment with promoting growth in the marine economy and supporting local businesses.	Med	Short	PB (if Land Ord)	IC	Yes
<b>Housing</b>					
1. The Town of Long Island will create and financially support a new position for a Housing Sponsor to lead the town's effort to increase available and affordable housing whose responsibilities would include:	High	Short	SB	IC	
a. working with governmental agencies and financial institutions on funding sources,					
b. coordinating activities with the town leaders and the Year-Round Housing Corporation,					
c. and eventually supervising the maintenance and operation of rental properties.					
2. The town shall form a citizen-based housing committee and pursue specific strategies that increase year-round housing, seeking to achieve a increase of at least 10% in new affordable residential development in the next decade.	High	Ongoing	SB	IC	
3. The Planning Board will proactively consider land-use ordinance changes stemming from the nine (9) recommendations from the State of Maine Legislature Commission to Increase Housing and bring ordinance changes forward to increase affordable housing in 2023. This would include revisiting current ordinances related to Accessory Dwelling Units (ADU).	High	Short	PB	IC	Yes

4. The Housing Sponsor will meet with AVESTA Housing, Maine State Housing Authority, and others able to provide partial or total funding for housing.	High	Short	HS	IC	
5. The Housing Sponsor will drive forward a proposal to incentivise conversion of seasonal homes and vacant homes to year-round rental properties.	High	Ongoing	HS	IC	
<b>Public Facilities and Services</b>					
1. Re-examine roles of facilities managers to allow more work hours to be dedicated to maintenance of island buildings and wharves.	High	Short	,Admin. FW	IC	
a. The current facilities and wharves position places a large deal of responsibility onto the shoulders of one volunteer. This results in a need for prioritization of some properties or facilities over others.					
b. The positions of constable and harbormaster are also currently vacant. Examining how these roles may fit together to create one full-time, paid position may allow for capacity building in the public facilities and services realm.					
2. Continue to explore regional coordination movements and opportunities to collaborate with neighboring towns and islands.	Med	Ongoing	Admin	IC	
a. There are many benefits to the collaborations that Long Island has already facilitated. Maintaining these partner relationships will lead to plentiful opportunities as the island changes.					
b. Partner relationships can also lead directly to opportunities to apply for grant monies for public facilities and services.					
3. Continue to check in with Long Islanders for the duration of the planning period to hear what they need.	Med	Ongoing	IC		
a. This strategy has already been employed with the installment of broadband capabilities on the island. That need was expressed by the community, and islanders came together to make it happen.					
b. Continued attention paid to islanders can lead to further development of opportunities for growth and improvement to island infrastructure.					
<b>Transportation</b>					
1. Commence data collection related to storm surge and high tides to inform an action plan to address climate impacts on public infrastructure.	High	Short/Ongoing	DPW, Admin, FW	IC	
a. Evaluate the risk that sea-level rise and storms will have on our low elevation roads.					
b. Continue to improve the wave-break system at Mariner's Wharf and explore other solutions to the problems that weather poses at this important transportation hub.					

2. Address parking needs for islanders both on-island and in Portland.	Med	Ongoing	Admin, SB	IC	
a. Coordinate with other Casco Bay islands, Portland, and state officials to find new affordable parking spaces to alleviate parking concerns in Portland.					
b. Continue to encourage on-island vehicle owners to store vehicles on private property for longer parking needs. Enforce current parking restrictions and consider reducing parking duration limits if needed.					
3. Maintain safe island road conditions and enforce road safety.	High	Ongoing	Admin, C,SB	IC	
a. Ensure safe sharing of the roads between vehicles, bicycles, pedestrians, and other means of transportation.					
b. The town should seek stronger law enforcement to mitigate the problems of speeding and driving under the influence of either drugs or alcohol.					
c. With an increasing number of golf carts on the island, the town should properly educate residents as well as increase enforcement of driving rules specific to golf carts.					
4. Address concerns about dramatic growth in vehicles given steady population and natural resource constraints on the island.	Med	Mid	Admin. SB	IC	
a. Incentivize people to use alternative modes of transportation to decrease the number of cars, including walking, bicycles, and electric golf carts.					
b. Encourage flexibility in land use and ordinances to allow for maintenance, servicing, and storage for all modes of transportation on the island.			PB, Admin, SB	IC	
c. While vehicles on the island are typically older than their mainland counterparts, electric vehicles will eventually make their way to the island (electric golf-carts already have) and the town should be poised to embrace their arrival by researching vehicle charging stations.					
d. Consider using the town-owned school bus as a shuttle during peak season to provide alternative transportation.					
5. Infrastructure Maintenance	Med	Ongoing	Admin, SB, DPW	IC	
a. Undertake an engineering study to determine options and investments required for long term maintenance of roads.					
b. Maintain staging area for barges, a launching area for boats, and accessible dock space.					
<b>Fiscal Capacity</b>					
1. The Finance Committee will work with departments to improve the CIP process, updating the 12-year Capital Needs projections so that capital spending can be planned and managed in a cost-effective manner.	High	Ongoing	FC	IC	

2. Shift towards a more strategic approach to maintenance of town assets. Increase the accuracy of CIP and maintenance cost estimates by working with professionals and engaging with engineering firms as appropriate.	High	Ongoing	Admin, FC, FW	IC	
3. The town will devote the resources (volunteer or paid) to proactively seek out and apply for grant funding for every capital project, as well as new one-time projects not defined as CIP, approved by the town.	High	Ongoing	SB	IC	
4. By town meeting 2023, the Finance Committee will present a 10-year capital plan that incorporates all investments identified in this comprehensive plan.	High	Short	FC	IC	
<b>Governance</b>					
1. Maintain systems to govern the Town of Long Island, and reimagine the current governance model for the future.	High	Ongoing	SB, Admin, IC		
a. Ask that candidates announce candidacy in advance (of the town meeting and) to share views about strategic concerns and major issues in order to promote transparency in town elections.					
b. Establish and maintain partnerships with Maine Municipal Association and Greater Portland Council of Governments for best practice sharing and ideas, professional development, and to clarify town government roles.					
c. Based on a town-wide Capital Improvement Plan (CIP), develop an annual work plan that addresses the island's needs.					
d. Look to towns with similar assets, limited population, and high volunteer rates to better understand best management practices.					
2. Ensure that there is a management plan in place for all staff and volunteers who work to manage the town.	High	Short	Admin, IC, SB		
a. Have overlapping coverage with outgoing and incoming elected officials to establish continuity.					
b. Institute basic human resources practices including job descriptions and an annual review of the workload.					
c. Clarify roles by developing descriptions for each volunteer slot and how it fits into the town's picture.					
d. Have succession plans for volunteer positions with high specialized skills.					
e. Explore new ways to recognize and reward the town's 100+ volunteers who devote thousands of hours to making Long Island work.					
f. Judiciously hire from off-island to help fill staffing needs in critical areas.					

3. Automate systems and data related to town personnel and resources.	Med	Short	IC, SB, Admin, TO		
a. Provide routine public reports to keep the community notified about progress in major projects.					
b. Require continuing training for elected officials.					
c. Use the town's website to better inform the community and keep town-related data up to date and available for public consumption.					
d. Establish and maintain processes to collect and retain data, which should remain available to current and future town staff and elected officials.					
e. Help town volunteers identify and partner with advocacy and resource groups to address community concerns and to facilitate training.					

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<b>Water Resources</b>					
1. Develop educational resources for town government leaders and homeowners and their renters to better protect the water resources of Long Island.	High	Short	H2O	IC	
2. Create ongoing water testing programs on Long Island and create a dataset that will allow ongoing monitoring of of water quality and quantity.	High	Mid	H2O	IC	
3. Develop new systems for maintaining the resources that we already have.	Med	Mid	Admin, DPW, LICLOC	IC	
a. One example that the Groundwater Quality Committee gives is retention ponds in the conservation area. These retention ponds would act as additional water resources to supplement the existing aquifer.					
b. Another potential new system would be a more rigorous hazardous waste and road salt/sand storage plan. Having a plan to keep these items off the ground and therefore the pollution out of the groundwater would improve the state of affairs for water resources on the island.					
4. Consider developing test parameters for an ordinance that may require each well to be tested with each 'change of title' on the property.	High	Short	PB	IC	No
<b>Natural Resources</b>					
1. Explore research opportunities on sea level rise and how it could impact the island. This research should lead to action plans, especially for vulnerable areas of the island including the island's gateway area surrounding Mariner's Wharf, which includes Town Hall and the Community Center, as well as commercial businesses.	High	Mid	IC		
2. Develop educational materials to allow residents and visitors to better understand how to preserve the island's natural resources and promote the availability of these materials across multiple communication channels.	High	Short	IC		
a. Educational materials can include handouts for homeowners and renters and informational signage at scenic vistas and important habitat areas.					
b. Collaborate with regional and statewide partners to utilize educational resources and systems that have proven to work well in communities with similar needs.					
3. Align with the goals of the Maine Climate Council for a climate action plan for Long Island.	High	Ongoing	SB, Admin	IC	

a. The Maine Climate Council has multiple potential climate change scenarios, all of which will apply to Long Island in the future. Aligning with their strategic plan will help the island prepare for the impacts of climate change.					
b. Aligning with the Maine Climate Council can also open up grant and funding opportunities needed to execute the action plans.					
<b>Marine Resources</b>					
1. Establish leadership structure and accountability for waterfront assets.	High	Short	SB	IC, HM, Admin	
a. Establish the Harbor Committee as expressed in the ordinances.					
b. Redefine the responsibilities pertaining to fishing and the working waterfront of both the Town Administrator and the Harbormaster.					
2. Collaborate with the Maine Climate Council as they work towards a climate action plan for numerous possible climate change scenarios.	High	Ongoing	IC		
a. Craft specific actions to address the needs of the fishing community.					
b. Utilize local and regional partners that may be able to provide resources and information sharing as the Maine coast deals with climate change in the coming years.					
3. Make a plan to invest monies not only in the maintenance of the marine infrastructure, but also in the preservation of the working waterfront for the fishing community of Long Island.	High	Short-Mid	FC, SB, Admin, HM, FW	IC	
a. Investing in the future of Long Island means investing in the fishermen and women and others who work in the marine economy.					
b. Investing in maintenance of the marine infrastructure should reduce the amount of emergency funding that is needed for surprise expenses like storm damage in the future. Well-maintained infrastructure can better prepare us for the future.					
4. Provide commercial fishers and others involved in the marine economy with the resources to grow their businesses and retain their way of life.	Med	Ongoing	FC, IC, Admin	IC	
a. The identity of Long Island is tied to being a fishing community, and supporting those who rely on fishing for a way of life should be a priority for the island.					
b. Enable and empower Long Island fishers to get involved in local and statewide conversations discussing the future of fisheries and aquaculture in the Gulf of Maine, and more specifically in Casco Bay.					
<b>Agriculture and Forestry Resources</b>					
1. Develop a plan to bring the deer population to a reasonable level of 8-10 deer on the island to help reduce the incidence of tick-borne illness and to allow more homeowners to enjoy gardening and produce healthy food for their families.	High	Short	DRC, SB	IC	
a. Enforce of the State of Maine law which makes it illegal to feed deer between June 1 and December 15, subject to a fine of no less than \$500.					

2. Develop a plan to educate islanders on how to safely remove browntail moth webs from trees on their properties. Remove the webs from all town-owned land.	Med	Short	IC, DPW, LICLOC		
3. Develop a plan to eradicate the invasive species that are causing damage to our ecosystem.	Med	Short/Ongoing	IC		
a. One part of this plan must be an education program with islanders to teach them how to identify the invasive species and remove them from their properties.					
b. This would also require some investment of time and energy by volunteers to do the same in our shared and conservation areas.					
c. Work with island contractors as part of this program to educate them about invasives and how they spread. Many places on the island have invasives because contractors spread soil containing invasive seed and roots.					
4. Model environmentally-sound landscape management practices, such as planting for pollinators, planting native species, and limiting the use of pesticides and fertilizers.	Med	Ongoing	IC		
a. This could include setting aside some shared or town-owned land to create a garden where native flora could be cultivated and distributed to island families to replace invasives.					
5. Encourage private landowners to recognize potential fire hazards such as unhealthy and fallen trees near their homes and to remove them where feasible.	Med	Ongoing	IC		
<b>Historical and Archaeological Resources</b>					
1. The Code Enforcement Officer will continue to take into consideration the effect development plans might have on identified historical or archaeological sites.	High	Ongoing	CEO, PB	IC	
a. As provided for in the Land Use Standards of the Land Use Ordinance, "Any proposed land use activity involving structural development or soil disturbance on or adjacent to sites listed on, or eligible to be listed on the National Register of Historic Places, as determined by the permitting authority, shall be submitted by the applicant to the Maine Historic Preservation Commission for review and comment, at least twenty (20) days prior to action being taken by the permitting authority. The permitting authority shall consider comments received from the Commission prior to rendering a decision on the application."					
2. The Town of Long Island Planning Board will review the local land use ordinances relating to historic and archaeological resources and make any necessary changes.	High	Short	PB, LIHS	IC	Yes
a. These changes will be focused on ensuring property developers are informed of any such resources and are prepared to take measures to protect them.					
b. Such measures may include but not be limited to modification of proposed site design, construction timing, and/or extent of excavation.					
c. The Long Island Historical Society may also be consulted to assess the historic or archaeological significance of these sites.					



3. The Town of Long Island will take measures to protect the valuable shell middens from climate impacts and human disturbances.	Med	Ongoing	LIHS, CEO, SB	IC	
a. The Long Island Historical Society has expressed an interest in working with the Maine Midden Minders, run by the University of Maine, and hopes to formalize a working relationship in the near future.					
<b>Land Use</b>					
1. Actively coordinate the community's land use strategies with other local and regional land use planning efforts tapping into partnerships with Greater Portland Council of Governments and Island Institute	Med	Ongoing	PB	SB, Admin	
2. Support the locations, types, scales, and intensities of land uses in keeping with vision and values in this plan and support the level of financial commitment necessary to provide needed infrastructure in growth areas through the CIP process	High	Ongoing	PB, FC		Yes
3. The Planning Board will be responsible for implementing the Future Land Use Plan. Each year it shall be required to report to the community the type and location of growth that has occurred and make recommendations regarding any changes that may need to be made to local ordinances and permitting processes to address growth related problems.	High	Ongoing	PB		
4. The Code Enforcement Officer (CEO) shall be supported in his or her efforts to vigorously enforce our codes and ordinances in a fair and equitable manner. To include: tools, training, and support necessary to enforce land use regulations, and ensure that the Code Enforcement Officer is certified in accordance with 30-A M.R.S.A. §4451.	High	Ongoing	SB	PB	
5. The town will produce an inventory of all subsurface wastewater systems and explore incentives for using safest and most effective subsurface wastewater systems.	High	Short	H2O, PB	IC	
6. The town will institute a process for tracking land use including existing and new development by type, location, parcel, and make the information publicly available.	Med	Short	IC		
7. Actively encourage the abandonment of paper streets to allow the merger of adjacent lots in common ownership.	Med	Ongoing	PB		Yes
8. Enable the Planning Board and CEO to be responsible for protecting natural resource areas and working waterfront from the impact of development.					
9. The town will direct a minimum of 75% of new municipal growth-related capital investments into designated growth areas identified in the Future Land Use Plan.	Med	Ongoing	PB, FC	SB	
10. Review, refine and focus zoning and ordinances to allow for appropriate growth, continually monitoring permitting procedures for efficiency, especially in IR-1, IR-2 and IB	High	Ongoing	PB		Yes

11. Vigorously and equitably enforce our codes and ordinances, especially those which impact quantity and quality of water	High	Ongoing	PB	SB	Yes
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<b>Recreation</b>					
1. Create and implement a senior day program for residents that addresses the socio-emotional, physical, and intellectual needs of the island's aging population.	High	short-mid	RC, Rec	IC, WC	
a. Transportation to such a program will need to be part of the discussion.					
2. Develop a long-term plan to address indoor fitness, creative, and recreational opportunities for all residents on a year-round basis. This should include a plan to increase the usage of town-owned spaces for various purposes on a year-round basis.	med	mid	Rec, RC	IC	
3. Resume community-wide social opportunities on a year-round basis once the status of the COVID-19 pandemic makes it safe to do so.	med	short-mid	Rec, RC, WC, LICA	IC	
4. Survey the community to determine which type and quantity of recreation programs are desired in order to give the recreation committee a clear direction for creating and implementing programs.	high	short	Rec, RC	IC	
a. Develop a new strategy for finding volunteers and paid staff for the recreation department in order to keep up with the demand for programming.					
5. Develop and implement a plan for maintenance and improvement of the trails on the island.	med	mid	LICLOC, LICA, DPW, PD	IC	
a. Maintenance and improvements in both paved and unpaved roads on the island will also encourage and allow safe non-motorized travel by foot and by bicycle.					
6. Conduct a study of the current usage of the conservation area and engage the community in a discussion about reimagining how best to make use of this open space to meet the recreational needs of the island population.	high	short	LICLOC, Rec, RC, IC		
7. The recreation department should address the issue of the pickleball facility in terms of suitability, availability, and noise complaints.	med	short-mid	RC, Rec	IC	
8. Provide educational materials regarding the benefits and protections for landowners allowing public recreational access on their property. At a minimum this will include information on Maine's landowner liability law regarding recreational or harvesting use, Title 14, M.R.S.A. §159-A.	med	short	IC, TO	IC	
<b>Wellness</b>					

1. Develop and distribute a community health needs assessment survey to identify the needs of the community. This will be essential in allowing the Wellness Council to identify and prioritize present and future health issues affecting islanders.	high	Short	WC	IC	
2. Develop a plan to address housing and aging-in-place issues for senior residents of the island.	high	Ongoing	PB, WC	Rec, RC, IC	Yes
a. Evaluate restrictions placed on building an Accessory Dwelling Unit (ADU) by present zoning ordinances. Provide resources to explain the relevant ordinances to islanders.					
b. Encourage the Wellness Council to make connections with agencies providing home care services on neighboring islands.					
c. Evaluate the feasibility of a long-term care facility for senior residents.					
d. Develop a senior day program to provide socialization opportunity for elderly residents and respite for their caretakers. Consider the need for transportation to such a program.					
3. Develop a plan to lower the number of deer ticks on the island to reduce the incidence of Lyme Disease and other tick-borne illnesses.	high	Short	DRC, IC		
4. Expand the Wellness Council programs and the services provided in the town's Wellness Center to meet the needs of the island's population.	med	Ongoing	WC, HO	IC	
a. Explore options for elderly home care.					
b. Develop a plan to increase usage of the Wellness Center for both on-site medical services and educational programs.					
c. Develop strategies to increase the use of telemedicine equipment.					
d. Develop a plan to provide long-term physical therapy services on the island and at the Wellness Center.					
e. Develop a plan to identify and address the needs of our elderly residents, including scheduling medical appointments, obtaining groceries, cooking meals, snow-removal, managing medications, and transportation.					
f. Provide information about home safety strategies for the island's elderly residents, including on-site assessments.					
g. Develop a plan to promote child health by partnering with school teachers, recreation staff, parents, and community medical entities to create educational programs addressing the unique public health issues facing our school children and teenagers.					
5. Engage with MaineHealth, Northern Light Health, Tufts Medical School, and other community health entities to bring more medical and educational services to the town.	med	Short	WC	IC	
6. Develop a strategy to support those islanders struggling with substance abuse and addiction.	high	Short	WC, HO	IC	
<b>Population and Demographics</b>					

1. Attract and retain young families to live on Long Island.	High	Ongoing	IC, YRHC, HS, Admin. SB, PB		Yes
a. Monitor programs and funds that could finance or support young island families.					
b. Attend sessions that promote island-centric networking and problem solving and share the information across the community					
c. Review best practices to attract and keep young families, especially those occurring on other islands and remote locations,					
d. Monitor emerging technologies and changes in construction methods that could lower building costs.					
e. Monitor changes in federal and state laws and new ordinances that could attract young families.					
f. Review town building code changes to make it easier to build or rent to attract or retain young families while balancing community needs.					
g. Find ways to increase the number of year-round rentals.					

<b>Acronym</b>	<b>Name of position or group</b>
Admin	Town Administrator
C	Constable
CEO	Code Enforcement Officer
DPW	Department of Public Works
DRC	Deer Reduction Committee
FC	Finance Committee
FW	Facilities and Wharves Manager
H2O	Groundwater Quality Committee
HM	Harbormaster
HO	Health Officer
HS	Housing Sponsor
IC	Comprehensive Plan Implementation Committee
LICA	Long Island Civic Association
LICLOC	Long Island Community Land Operating Committee
LIHS	Long Island Historical Society
PB	Planning Board
PD	Parks Director
Rec	Recreation Board
RD	Recreation Director
SB	Select Board
TO	Town Office Staff
WC	Wellness Council
YRHC	Year-Round Housing Committee
<b>Timeframe</b>	
Short	less than 2 years
Mid	2-5 years
Long	5+ years
Ongoing	