

Chapter 4. Issues and Policies – Plan Summary

Chapter	Issue #	Description	Policy	Recommendation	Timeframe	Responsible Party
Economy	1	Perceived quality of place, defined as a small, walkable, working community with good family oriented services such as the library, school and community center is an asset (and could be a draw to expand the tax base and the school aged population).	Promote SWH as a livable community and encourage in-migration from under-represented populations.	1. Allow for and encourage affordable housing stock development.	2 years	Selectmen/Public Works/Planning Board
				2. Promote walkability of community through development of sidewalk and bicycle ways infrastructure.	2 years	Selectmen/Public Works/Planning Board
				3. Maintain the appearance of the Town's approaches (gateways) through appropriate buffering and development standards.	2 years	Selectmen/Public Works/Planning Board
Economy	2	Acadia National Park is a unique economic resource.	Coordinate and cooperate with Park planners and managers to protect land use interests and support appropriate economic development, especially near Park boundaries and in Park view sheds.	Develop public forums with stakeholders to review development topics and concerns including LUO changes.	2 years	Selectmen/ Planning Board/ Citizens
Economy	3	Southwest Harbor's traditional role as a service center for Tremont and outer Island towns is eroding.	Cooperate with other Island towns and regionally to support economic development opportunities.	Identify critical local services – existing, threatened and needed -- and gauge/engage deliberate community and regional support.	2 years	Selectmen/ Chamber of Commerce
Economy	4	Tensions between different types of land use and related changes to the Land Use Ordinance (LUO) may inadvertently raise impediments to business activity – existing and developing.	Take care to fully understand the impact of LUO development/changes and management actions on economic development and the tax base.	1. Contract a professional planner and Hancock County Planning Commission as needed to assist with LUO development.	On-going	Selectmen/CEO/ Planning Board
				2. Employ information outreach and input from staff, volunteer committees and citizens to review LUO changes and management practices.	On-going	Selectmen/CEO/ Planning Board

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Economy	5	Community support for planned economic development is difficult to achieve.	Support public infrastructure and public services improvements to complement the private sector economy.	1. Explore the options including Tax Increment Financing (TIF), Community Development Block Grants (CDBG), Small Harbor Improvement Grants (SHIP), Federal Stimulus Funds (especially those supporting green practices and development), etc.	On-going	Selectmen/Town Manager
				2. Develop a strong Capital Improvement Plan (CIP) and promote citizen understanding and support through public meetings.	On-going	Selectmen/Town Manager
Economy	6	Although there are limited ways in which the Town can encourage economic development, the opportunity to be self-employed and run a business based at home is an important aspect of the economy of SWH.	Support appropriate economic development, reflecting SWH's history and regional identity, and develop an economic plan to take advantage of changing economic trends and opportunities.	1. Work with local businesses (including the self-employed), the Chamber of Commerce, existing merchant associations/non-profits and other interested parties to learn how the Town can be a partner and support new business development and expansion.	2 years/On-going	Selectmen/ Chamber of Commerce
				2. Home occupations: Continue the exceptions in the LUO for the seasonal sale of firewood and agricultural products (all zones), and for lobstering and other commercial fishing in the Residential Shoreland zone as specified (one boat less than 40 ft and employing not more than 2 persons including the owner).	2 years/On-going	Selectmen/ Chamber of Commerce
				3. Work with providers of broadband access as needed to insure town-wide coverage.	2 years/On-going	Selectmen/ Chamber of Commerce
				4. Continue municipal support of the local public library as an information services resource.	2 years/On-going	Selectmen/ Chamber of Commerce
Housing	7	Income data and real estate sales data (before 2008) show that 80% of year-round residents of Hancock County do not earn enough to be able to	Policy 1: Encourage and promote adequate workforce housing to support the community's and region's economic development.	1. Design and enact amendments to the Land Use, Subdivision and Road Ordinances to allow increased density, smaller lot sizes and narrower setbacks and road widths where appropriate in growth areas in Zones A and B.	1 year	Selectmen/ Planning Board

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		afford to buy median-priced houses in this town	Policy 2: Ensure that land use controls encourage the development of quality affordable housing, including rental housing.	2. Create density bonuses to make housing less expensive to develop.	1 year	Selectmen/Planning Board
Housing	7		Policy 3: Seek to achieve at least 10% of all housing built or placed during the next decade be affordable.	3. Develop clear language for the LUO that would encourage more affordable housing of various types including cluster development housing.	1 year	Selectmen/Planning Board
			Policy 4: Encourage and support the efforts of MDI Housing Authority and Island Housing Trust in addressing affordable and workforce housing needs.	4. Work with the Island Housing Trust and HCPC to explore local and regional (MDI) approaches to create and maintain the affordability of workforce housing for SWH workers.	1 year	Selectmen/Planning Board
				5. Develop language for the LUO that clarifies standards for mobile home parks pursuant to 30-A MRSA §4358(3)(M). (State minimum)	3 years	Planning Board
Housing	8	Although SWH currently has enough housing for elders, our population is projected to age significantly during the planning period, and there is a projected shortage of assisted living and adult day care facilities in the coming decade.	Ensure that elders who need assistance can continue to live in the community or nearby family and friends.	1. Continue municipal support for volunteer agencies providing essential services.	On-going	Selectmen
				2. Work with volunteer agencies to make information about their services readily available locally.	On-going	Selectmen
				3. Continue municipal support for MDI Housing Authority.	On-going	Selectmen
				4. Support the work of the Island Housing Trust.	On-going	Selectmen
Historic and Archaeo-			Protect where practicable the		3 years	Historical Society

1. Consider trying to list the original section of the Public Library on the

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logical			significant historic and archaeological resources in the community.	National Register. The MDI Historical Society, and possibly the SWH Historical Society, could assist in pursuing this goal.	3 years	Historical Society
				2. For sites with identified potential for historical and archeological resources, through local land use ordinances require subdivision or non-residential developers to look for and identify any historical and archaeological resources and to take appropriate measures to protect those resources, including but not limited to, modification of the proposed site design, construction timing, and/or extent of excavation. (State minimum)	3 years	Planning Board/CEO
				3. Through local land use ordinances, require the planning board (or other designated review authority) to incorporate maps and information provided by the Maine Historic Preservation Commission into their review process. (State minimum)	1 year	Planning Board
Water	9	SWH should consider exercising more control over its municipal water supply.	1. Protect current and potential drinking water sources.	1. Improve signage and enforcement at Long Pond to prohibit swimming by people or pets and to guard against gas spillage from motors near the intake.	6 months	Selectmen/Town Manager/Public Works/Police Dept
			2. Protect significant surface water resources from pollution and improve water quality where needed.	2. Improve access to information about preventing the spread of invasive species.	6 months	Selectmen/Town Manager/Public Works/Police Dept
			3. Cooperate with neighboring communities and ANP to protect water resources.	3. Continue to update the floodplain management ordinance as needed to be consistent with state and federal standards. (State minimum)	On-going	Planning Board
Water	10	Ground water is susceptible to pollution	Protect current and potential drinking water sources.	1. Examine the effectiveness of density controls in the LUO to prevent well contamination by seepage.	5 years	Water/Sewer Board and Depts

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		from storm run-off, septage, pesticides, herbicides, and fertilizers, disposal of chemicals and hazardous wastes, etc.		2. Identify and protect the recharge areas for our groundwater.	5 years	Water/Sewer Board and Depts
				3. Work with state, regional, local entities as needed to determine, if possible, the extent of the groundwater aquifers used by wells in town. (Most of these wells are in fractured bedrock.)	5 years	Water/Sewer Board and Depts
				4. Protect the sustainability of our aquifers by regulating large-scale ground water extraction.	5 years	Water/Sewer Board and Depts
				5. Evaluate local ordinances to ensure that development standards and regulations protect groundwater aquifers and recharge areas.	5 years	Water/Sewer Board and Depts
Water	11	Storm water run-off creates erosion and flooding problems for many residents and pollutes our harbor and streams.	Minimize pollution discharges from the municipal sewage treatment plant. Minimize damage from floods or storm water run-off. Cooperate with neighboring communities and Acadia National Park to protect water resources.	1. Identify and remove storm water infiltration into the sewer system.	2 years	Water/Sewer Board and Depts/CEO/ Conservation Commission
				2. Review storm water management standards in the subdivision, zoning and road ordinances to enhance the CEO's enforcement capacity and make sure local ordinances are consistent with State laws and rules.	2 years	Water/Sewer Board and Depts/CEO/ Conservation Commission
				3. Consider amending local land use ordinances, as applicable, to incorporate low impact development standards. (State minimum)	2 years	Water/Sewer Board and Depts/CEO/ Conservation Commission
				4. Monitor town and state road construction practices to enhance storm water management and minimize storm water run-off.	2 years	Water/Sewer Board and Depts/CEO/ Conservation Commission
					2 years	Water/Sewer Board and

5. Enter into a cooperative agreement with ANP to monitor water quality in Marshall Brook (including the former test wells) and with ANP and Tremont

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				to monitor water quality in Bass Harbor Marsh.		Commission
				6. Work with ANP to secure funding and increase the size of the culvert where Marshall Brook goes under the Seal Cove Road to prevent flooding and to enhance fish passage.	2 years	Water/Sewer Board and Depts/CEO/ Conservation Commission
				7. Work with the maritime industry to identify toxic chemicals used in boat construction, servicing and maintenance, their potential dispersal in the environment, and educate all users (residents as well as commercial/industrial users) about affordable ways to limit pollution.	2 years	Water/Sewer Board and Depts/CEO/ Conservation Commission
Critical Resources	12	Although most of the critical habitat areas in town are protected in Acadia National Park or by shoreland zoning, a few areas remain vulnerable to development and/or pollution.	1. Conserve critical natural resource areas in the community.	1. Incorporate "Beginning with Habitat" maps into the planning review process under the Land Use and Subdivision Ordinances and require developers to take appropriate measures to protect critical natural resources. Particular attention should be paid to high value habitats, priority species habitats, and wetland areas.	2 years	Selectmen/ Planning Board/ Conservation Commission/CEO
Critical Resources	12			2. Enter a cooperative agreement with ANP to monitor and protect water quality in Marshall Brook and (with Tremont as well) in the Bass Harbor Marsh. (see Water Resources)	2 years	Selectmen/ Planning Board/ Conservation Commission/CEO
				3. Work to eliminate remaining overboard sewage/septic discharges to improve clam flats and shorebird feeding areas.	2 years	Selectmen/ Planning Board/ Conservation Commission/CEO
			2. Coordinate with neighboring communities, Acadia NP, regional and state agencies to protect shared critical resources.	4. Adopt and enforce natural resource protection practices and standards for construction and maintenance of public and private roads.	2 years	Selectmen/ Planning Board/ Conservation Commission/CEO

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				5. Evaluate the importance of extending the Critical Resource Protection areas to include a forested wetland area west of Seawall Road and a deer wintering area on the western slope of Freeman Ridge, in addition to Seawall Pond (recently enacted). See Future Land Use Plan.	2 years	Selectmen/ Planning Board/ Conservation Commission/CEO
				6. Make information available to residents and visitors about local, state and federal regulations that apply to local critical natural resources.	2 years	Selectmen/ Planning Board/ Conservation Commission/CEO
Critical Resources	12			7. Continue to amend local shoreland zone standards as needed to meet state guidelines. (State minimum)	2 years	Planning Board
				8. Where appropriate, designate critical natural resources as Critical Resource Areas in the Future Land Use Plan. (State minimum)	2 years	Comprehensive Plan Committee
				9. Direct the Planning Board to develop reasonable LUO standards to require subdivision or non-residential property developers to look for and identify critical natural resources that may be on site and to take appropriate measures to protect those resources, including but not limited to, modification of the proposed site design, construction timing, and/or extent of excavation. (State minimum)	3 years	Planning Board/CEO
Critical Resources	13	Scenic views of the harbor, along the shore and from the mountains of ANP are an important attractive feature of SWH.	1. Protect natural area and scenic vistas that are considered important to the town through land use controls and working with groups such as the Conservation		2 years	Conservation Commission/ Selectmen/ Planning Board

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Critical Resources	13	Scenic views of the harbor, along the shore and from the mountains of ANP are an important attractive feature of SWH.	Commission and local land trusts. (1996 plan)	plan)	2 years	Conservation Commission/ Selectmen/ Planning Board
				2. Investigate incorporating design standards into the permit review process for subdivisions and for building in any zone or parcel adjacent to or visible from the harbor.	2 years	Conservation Commission/ Selectmen/ Planning Board
			2. Pursue public/private partnerships to protect natural resources, including views.	3. Maintain the current land use controls, such as structure sideline setbacks and height limits to protect views of the water and harbor. (1996 plan)	2 years	Conservation Commission/ Selectmen/ Planning Board
				4. Maintain public access to public views through necessary cutting and maintenance of public rights of way (such as North Causeway Lane, Lawler Lane).	2 years	Conservation Commission/ Selectmen/ Planning Board
Critical Resources	14	Dark skies are threatened by increased light pollution from human activities and buildings.	Coordinate with neighboring communities and groups to protect the night sky.	1. Ensure that the Town sets a good example by shielding all lights on its buildings and piers.	On-going	Selectmen/Public Works
				2. Upgrade existing streetlights to shielded lights within 10 years.	On-going	Selectmen/Public Works
Agriculture and Forestry			Support small-scale local farming and forestry where economically viable.	1. Amend land use ordinances to require commercial or subdivision developments in critical rural areas to maintain areas with prime farm soils as open space to the greatest extent practicable. (State minimum)	5 years	Planning Board
				2. Limit non-residential development in critical rural areas to natural resource-based businesses and services, nature tourism/outdoor recreation businesses, farmers' markets, and home occupations. (State minimum)	5 years	Planning Board
					On-going	Planning Board

3. Continue to permit activities that support productive agriculture and forestry operations, such as roadside

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				stands, greenhouses, and pick-your-own operations. (State minimum)		
				4. Consult with the Maine Forest Service District Forester or Soil and Water Conservation District as appropriate when developing any land use regulations pertaining to forestry or agricultural management practices. (State minimum)	On-going	Planning Board
Marine	15	The Manset Town Dock and launching ramp is a central access point for commercial fishing and boating activity, as well as for recreational boating. Adequate parking is necessary. The Town relies on using rented land adjacent to this dock for parking, float storage, etc.	Support shoreline development that gives preference to water-dependent uses and promotes public access to the shore.	The town should make a concerted effort to acquire property in order to protect public access to this part of the shore for commercial fishermen, local boatyards, and the public.	On-going	Selectmen
Marine	16	The needs of commercial fishermen, marine activities and recreational boaters are sometimes in conflict.	1. Manage town docks and launching ramps to minimize conflict and enable access wherever possible.	1. The Harbormaster and the Harbor Committee should work to update and enforce the Harbor Ordinance.	2 years	Selectmen/Harbor Master/Harbor Committee
				2. The Harbormaster and Harbor Committee should recommend and implement a mooring plan to make efficient use of the harbor.	2 years	Selectmen/Harbor Master/Harbor Committee
			2. Maintain and improve harbor management and facilities.	3. The Harbor Committee should review harbor user fees with the intent to use them to help pay for harbor management.	2 years	Selectmen/Harbor Master/Harbor Committee
Marine	17	Pedestrian access for boaters to the town center from the marina and the Manset shore needs improvement.	To protect, maintain, and possibly improve public access to the community's harbor for all appropriate uses.	1. Planned sidewalk improvements and road painting along Main Street should improve the safety of foot traffic to and from the marina.	5 years	Selectmen

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				2. The Town should investigate opportunities for alternative transportation for visitors who arrive by boat, especially from the Manset shore and the Lower Town Dock.	5 years	Selectmen
Marine	18	Boat transport through the town center and to the Manset ramp can be problematic, especially during the busy summer season.	Foster the water-dependent marine industries as one type of economic activity desired by town residents.	1. As electric and communications wiring need upgrading or replacement on Mansell Lane, run lines on both side of the street or underground to eliminate cross-overs and facilitate boat transport.	2 years	Selectmen/Public Works
				2. Expand access to the Lower Town Dock launching ramp and pier by adjusting parking in the immediate area.	2 years	Selectmen/Public Works
Marine	19	The extent of land-based run-off pollution of coastal waters, if any, is unknown.	1. Manage our coastal waters to preserve and improve the ecological health of the fisheries in our area.	1. Continue to improve storm water management to further reduce infiltration into the municipal sewer system.	On-going	Selectmen/Sewer Dept/ Conservation Commission
				2. The Town should work with local schools, COA , and ANP, as well as local residents and businesses, to test for specific pollutants, identify sources, and inform residents and businesses how to reduce any pollution.	On-going	Selectmen/Sewer Dept/ Conservation Commission
				3. Inform local marine businesses about and encourage them to participate in clean marina/boatyard programs.	On-going	Selectmen/Sewer Dept/ Conservation Commission
				4. Make information about pump-out facilities for boats in the harbor readily available to local residents and visiting boaters.	On-going	Selectmen/Sewer Dept/ Conservation Commission
			2. Protect and, where warranted, improve marine habitat and water quality.	5. Better educate residents and businesses about hazardous household and garden chemicals to reduce use and improve proper disposal.	On-going	Selectmen/Sewer Dept/ Conservation Commission

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				6. Work with local residents and businesses, the DEP and the DMR to determine what actions, if any, would improve local fishery habitats, and identify and work to eliminate sources of pollution.	On-going	Selectmen/Sewer Dept/ Conservation Commission
				7. Conduct a survey of Norwood Cove to detect sources of pollution. Inspect septic systems there and require that they meet the code. Work with property owners to mitigate sources of non-point pollution.	On-going	Selectmen/Sewer Dept/ Conservation Commission
Recreation	20	Residents have repeatedly identified the need for bicycle ways, particularly along State Route 102 between Seal Cove Rd., through the middle of town, south to Manset Corner and continuing south to Tremont as well as along the entire length of Route 102A from the Manset Corner to the Park in Seawall.	Work with the State to develop bicycle ways along State Routes 102 and 102A.	1. Review the MDI Tomorrow Bikeway Plan and update its findings and recommendations.	2 years	Selectmen/Town Manager/Public Works
				2. Add the development of bicycle ways along Routes 102 and 102A to the State's development plans and work to see them implemented along with upcoming road maintenance and upgrades.	2 years	Selectmen/Town Manager/Public Works
				3. Coordinate with MDOT to leverage State funds and construction plans that complement bicycle way construction.	2 years	Selectmen/Town Manager/Public Works
Recreation	21	Green spaces in and around the center of town contribute to an attractive appearance and enhance the quality of life appreciated by so many of Southwest Harbor's	Support the maintenance of and access to green spaces in and around the center of town and the Conservation Commission's efforts	1. The Public Works Department should continue to cooperate with and support volunteer efforts to maintain and preserve green spaces and tree planting in the town center where appropriate.	On-going	Selectmen/Public Works/ Conservation Commission

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		residents and visitors.	to preserve healthy trees in the town center.			
				2. Adequately fund the Town's Tree Fund.	On-going	Selectmen/Public Works/Conservation Commission
Recreation	22	The only freshwater boating access within Southwest Harbor is located at the southern end of Long Pond, which is also the town's public water supply.	Continue to maintain public access to Long Pond, our only major water body, for boating and fishing, and to Echo Lake for swimming.	1. Maintain parking and boat launch access.	On-going	Selectmen/Water Dept/Police Dept
				2. Post notices regarding prohibited water uses, particularly around the pumping station and enforce compliance.	On-going	Selectmen/Water Dept/Police Dept
				3. Cooperate with the Park to maintain water access.	On-going	Selectmen/Water Dept/Police Dept
				4. Work with Acadia NP as needed to maintain foot and bicycle access to the Echo Lake swimming area (via Lurvey Spring Road) as well as by car from Route 102.	On-going	Selectmen/Water Dept/Police Dept
Recreation	23	Ocean access is increasingly a recreational priority as well as a priority for commercial fishermen.	Enhance access to the ocean for all users.	1. Acquire land adjacent to the Manset Town Dock to improve ocean access.	2 years	Selectmen/Harbor Master/Harbor Committee/Public Works
				2. Consider making launching space suitable for smaller boats such as kayaks to relieve traffic at the larger launch site.	2 years	Selectmen/Harbor Master/Harbor Committee/Public Works
				3. Expand parking for vehicles and trailers (can be off-site).	2 years	Selectmen/Harbor Master/Harbor Committee/Public Works
Public Facilities	24	Continuing improvements in water quality standards may require water	Stay informed of changing water quality standards and plan for	1. Monitor changing EPA and DEP regulations. Maintain ongoing relationships with Maine Rural Water	On-going	Water/Sewer Boards/Town Manager/Water

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		filtration plant upgrades and modernization of practices.	upgrades and changing practices as needed.	and with water engineers to stay ahead of changing water standards and water delivery technologies and best practices.		Dept
				2. Pursue public/private and regional partnerships to protect drinking water sources and critical natural resources.	On-going	Water/Sewer Boards/Town Manager/Water Dept
Public Facilities	25	Water delivery infrastructure is ageing and contributing to inferior water quality in some parts of the Town.	Eliminate water waste and provide safe, clean drinking water to all Water Dept. customers.	1. Prepare an engineering study and plan to upgrade the water delivery systems, using the study to prioritize the work.	Immediate Action	Water/Sewer Boards/Town Manager/Public Works
				2. Include roads, sidewalks, storm water run-off drainage, and bikeways in the plan with the intention of making comprehensive upgrades road by road.	Immediate Action	Water/Sewer Boards/Town Manager/Public Works
				3. Coordinate with the MDOT when the way is State owned to enlist their support and commitment to the roads for which they are responsible.	Immediate Action	Water/Sewer Boards/Town Manager/Public Works
Public Facilities	26	The Sewer Treatment Plant is aging and will require future upgrades.	Provide for the long-term needs for sewer treatment.	1. Eliminate inefficiencies in public and private use through maintenance plans, the elimination of storm water infiltration and water efficiency education.	On-going	Water/Sewer Boards and Depts/Town Manager
				2. Plan to modernize and upgrade sewer treatment with infrastructure improvements and best practices.	On-going	Water/Sewer Boards and Depts/Town Manager
Public Facilities	27	Storm water management systems should be inventoried and reviewed.	Expand storm water management systems to reduce flooding and eliminate storm water infiltration from the sewer filtration plant.	1. Identify sources of infiltration – private and/or public collector lines and remove.	On-going	Selectmen/Public Works/Planning Board
				2. Expand culverts and ditches where appropriate.	On-going	Selectmen/Public Works/Planning Board

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				3. The Planning Dept. and Planning Board should examine the Land Use and Subdivision Ordinances and offer amendments where needed to protect against incremental expansion of development that could increase storm water runoff.	On-going	Selectmen/Public Works/Planning Board
Public Facilities	28	Sewer and Water management assistance needed.	Efficiently and effectively oversee Water and Sewer Dept. work.	1. Establish a Water and Sewer Board composed of citizens/users appointed by the Board of Selectmen and holding regular meetings. It will be the W&S Board's responsibility to track changing demands and technologies, to track recurrent and capital expenditures, to review fees and capital funding mechanisms, to review the Water and Sewer Ordinances, and to advise the Board of Selectmen.	1 year	Selectmen
				2. The Water and Sewer Departments should develop Capital Improvement Plans, make their budgets available as public documents, and hold an annual public budget hearing for each department.	On-going	Water/Sewer Boards
Public Facilities	29	Inadequate public toilet facilities. Improvements are needed for public toilets.	Create and maintain secure, handicapped-accessible public toilet facilities year-round in the center of town. Maintain existing seasonal toilet facilities at the town docks.	Prepare and implement a cost effective plan to create and maintain public toilet facilities near the Village Green for year-round use and improve the maintenance of the existing seasonal toilet facilities at the Town Docks.	1 year	Selectmen/Public Works
Public Facilities	30	More Town Office Space Needed. The Town Office has inadequate work, storage and meeting room space. In addition, the Town needs a fireproof record storage vault.	Develop a plan to provide adequate space for administrative functions, public meetings, and records storage, and make the space handicapped	1. Consider remote meeting room space and expand into current meeting room for other functions. Consider vertical expansion. Locate a vault. Consider an addition.	2 years	Selectmen/Town Manager

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			accessible.			
				2. Reduce administrative functions by moving to more online services. Consider contracting for some administrative functions with Tremont.	2 years	Selectmen/Town Manager
				3. Expand electronic records keeping and reduce hardcopy records keeping where possible.	2 years	Selectmen/Town Manager
Public Facilities	31	Funding for public education is a substantial cost for SWH taxpayers	Reduce and control the costs of education while maintaining a high quality of education services.	1. Continue to explore ways of consolidating elementary education services with Tremont and/or other neighboring communities.	On-going	School Board
				2. Explore ways to reduce the school's fixed costs by combining education functions into a smaller space and freeing a portion of the building for other uses.	On-going	School Board
				3. Examine other education models, such as combined classroom models to deliver education more efficiently.	On-going	School Board
Public Facilities	32	Our local dispatch service is expensive compared with regional alternatives.	Meet dispatch service needs efficiently.	Continue to look for the most cost efficient ways to effectively deliver Dispatch service.	On-going	Selectmen/Police Dept/Town Manager
Public Facilities	33	Solid waste disposal is the Town's single biggest contract	Meet solid waste management needs efficiently and cost effectively.	1. Support the ADD's efforts to develop a regional and cooperative approach to handling solid waste.	3 years	Waste Prevention Committee/Select men/Town Manager
2. Encourage local and regional efforts to reduce solid waste through education and recycling.				3 years	Waste Prevention Committee/Select men/Town Manager	
3. Start and publicize a community wide composting program.				3 years	Waste Prevention Committee/Select men/Town Manager	
4. Pursue competitive contracts with existing solid waste disposal providers.				3 years	Waste Prevention Committee/Select	

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						Manager
				5. ADD should explore a program to include expanded recycling, a swap shop, curbside pick up, and a pay per bag program.	3 years	Waste Prevention Committee/Selectmen/Town Manager
				6. Investigate banning polystyrene containers for take-out food.	3 years	Waste Prevention Committee/Selectmen/Town Manager
				7. Provide better publicity for hazardous waste and universal waste disposal dates and locations.	3 years	Waste Prevention Committee/Selectmen/Town Manager
Transportation	34	SWH may need more public transportation at all times of year both in town and between towns to relieve seasonal congestion and for those who cannot drive.	1. Meet the diverse needs of residents (including elders), workers, and visitors by providing safe, efficient, and adequate local and regional public transportation.	1. Work with local employers to determine whether there is a need for year-round bus service for commuters from off-island and between Southwest Harbor (or the western side of MDI) and Bar Harbor.	On-going	Selectmen/Town Manager/Public Works
				2. Work with the Island Explorer to create scheduling that works so residents actually use the bus, in addition to providing transportation for visitors to the quiet side of MDI and to the Cranberry Isles Ferry.	On-going	Selectmen/Town Manager/Public Works
				3. Continue to provide support through the municipal budget and investigate other cost-sharing possibilities for the Island Explorer, Downeast Transportation, and Island Connections, all of which provide public transportation or the equivalent to the town's residents.	On-going	Selectmen/Town Manager/Public Works
				2. Continue to explore opportunities to foster or develop public or quasi-public transportation. (1996 plan)	4. Move the Island Explorer bus stop to a different in-town location to reduce traffic congestion in the town center.	On-going

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				5. Continue to participate in regional transportation and land use efforts, and work with the MaineDOT as appropriate to address deficiencies in the system or conflicts between local, regional and state priorities for the local transportation system. (State minimum)	On-going	Selectmen/Town Manager/Public Works
Transportation	35	Bicycling and walking should be viable options for SWH residents and visitors. Bicycling in town from the Seal Cove Road to the Manset Corner and along Seawall Road to the ANP campground is unsafe.	Develop an integrated system of bicycle ways.	1. Work more actively with Maine DOT to re-engineer and rebuild Route 102 (Main St.) between the center of town and the Manset corner to include a bicycle way. (1996 Plan)	2 years	Selectmen/Town Manager/Public Works
				2. Investigate the feasibility of adding bike ways to Route 102 between the Manset Corner and the Hio Road to connect with the ANP campground at Seawall.	2 years	Selectmen/Town Manager/Public Works
				3. Continue to prioritize transportation investments as part of the capital improvement planning process.	2 years	Selectmen/Town Manager/Public Works
Transportation	36	A safe and effective network of pedestrian ways is needed.	Develop a plan for an integrated network of pedestrian ways, and then begin work on obtaining and protecting them.	1. Work with the Maine DOT (or independently if necessary) to repair the sidewalk from Fernald Point Road to the center of Town and to the Manset Corner.	2 years	Selectmen/Town Manager/Public Works
				2. Continue to identify, and where possible acquire, public rights-of-way for pedestrians in order to link up existing routes which are not along public roads. (1996 plan)	2 years	Selectmen/Town Manager/Public Works
				3. Continue to include sidewalk repair and maintenance as an item in the Capital Improvement Plan as well as in the Operating Budget of the town. Consider needs of elderly residents for access to in-town facilities (sidewalk cuts, location of handicapped parking spots) as repair and maintenance occur.	2 years	Selectmen/Town Manager/Public Works

Chapter	Issue #	Description	Policy	Recommendation	Timeframe	Responsible Party
Transportation	37	Traffic congestion in the town center is a problem from the beginning of July through mid-October. (1996 plan). It can be difficult for emergency vehicles to get through the town center. The increase in land-locked boatyards means that more boats are transported through the center of town for launching in Manset.	The Town should develop appropriate management measures to improve traffic flow through the town center.	1. The Town should consider installing emergency traffic lights (controlled from the fire station) at the exit from the fire station and at the intersection of Clark Point Road and Main Street. (modified from 1996 plan)	2 years	Selectmen/Police Dept/Public Works/Chamber of Commerce
				2. The Board of Selectmen should work with the Chamber of Commerce and the foot patrol officer to educate pedestrians and to restrict foot traffic to marked pedestrian crossings, especially during the summer season.	2 years	Selectmen/Police Dept/Public Works/Chamber of Commerce
				3. The Board of Selectmen should study public and private parking in the area from Community Lane to the Village Green and consider the possibility of a public-private partnership to increase parking efficiency in this area, especially in the summer.	2 years	Selectmen/Police Dept/Public Works/Chamber of Commerce
				4. The long-term parking area above the Town Office should be more clearly marked, and employees of businesses in the center of town should be encouraged to park there.	2 years	Selectmen/Police Dept/Public Works/Chamber of Commerce
Transportation	38	All roads built in the last 12 years (to service new subdivisions) have been private roads that do not necessarily meet standards for town roads.	All private roads shall meet minimal design standards and have a long term maintenance plan.	Planning Board to examine and revise LUO as needed to ensure proper private road standards and management. Amend ordinance standards for subdivisions and for public and private roads as appropriate to foster transportation-efficient growth patterns and provide for future street and transit connections, and as needed to address applicable state laws and rules.	2 years	Planning Board
Transportation	39	During storms, the Seal Cove Road floods where Marshall Brook goes under the road through culverts. These culverts	Protect natural resources and critical habitats (this stream flows into Bass Harbor Marsh) and to	The Town should cooperate with ANP to secure state and/or federal funding to replace these culverts with larger ones that allow fish migration and are adequate to drain the wetland	2 years	Selectmen/Public Works

Chapter	Issue #	Description	Policy	Recommendation	Timeframe	Responsible Party
		are also inadequate fish ways and hinder fish migration.	enhance road safety.	upstream during storms, and so prevent road flooding.		
Transportation	40	There is a shortage of parking space at the Lower Town Dock and at the Manset Town Dock.	Support commercial and public access to the harbor.	Explore the possibility of satellite parking areas outside the town center with a shuttle (or convenient pedestrian way) into the center and to the Town Docks (and ferries), with adequate short-term loading/unloading areas at the Town docks.	2 years	Selectmen/Public Works/Town Manager
Fiscal Capacity	41	In recent years, capital investment spending has not been adequate to maintain the town's infrastructure. This is particularly true in the area of roads, public water and sewer.	Finance existing and future facilities and services in a cost effective manner, including exploring grants available to assist in funding needed capital investments.	1. Step up capital investments, particularly in road maintenance, water and sewer delivery systems, and storm water run-off management.	On-going	Selectmen/Town Manager/Public Works
				2. Use institutional knowledge and engineering expertise to prioritize project spending.	On-going	Selectmen/Town Manager/Public Works
				3. Spend with the view to managing long term expenses by considering the longevity of improvements and repairs.	On-going	Selectmen/Town Manager/Public Works
				4. Expand and raise fee collections where appropriate to relieve the burden on property taxes.	On-going	Selectmen/Town Manager/Public Works
				5. Seek all state and federal grant opportunities available to assist in funding capital improvement projects. And support the comprehensive planning process at the administrative and leadership level to put the town in a more favorable position to qualify for grants and loans.	On-going	Selectmen/Town Manager/Public Works
				6. Review the Capital Improvement Plan yearly to see whether it continues to reflect the priorities of the voters.	On-going	Selectmen/Town Manager/Public Works

Chapter	Issue #	Description	Policy	Recommendation	Timeframe	Responsible Party
Fiscal Capacity	42	SWH is primarily reliant on residential property taxes to pay for capital improvements and services.	1. Target spending on facilities and services that support the town's ageing population.	1. Focus spending on the downtown area with improvements to sidewalks and parking lots.	On-going	Selectmen/Town Manager
			2. Reduce Maine's tax burden by staying within LD 1 spending limitations. (State minimum)	2. Partner with the State (and Tremont) to repair Route 102.	On-going	Selectmen/Town Manager
				3. Pursue property tax relief policies to equalize and relieve the tax burden.	On-going	Selectmen/Town Manager
Fiscal Capacity	43	With a falling and ageing population projected, and the lack of job opportunities, the town does not anticipate the need for expansion of services into undeveloped land.	The cost of any subdivision development should be entirely born by the developer/landowners.	1. Examine the cost and burden of added users to roads, water and sewer.	On-going	Selectmen/Town Manager/Public Works
				2. Review and expand fee structures for land development and water and sewer usage.	On-going	Selectmen/Town Manager/Public Works
Fiscal Capacity	44	Economy of Scale Opportunities. There are opportunities to achieve economies of scale by sharing services with surrounding communities.	The Town should explore opportunities to share services with neighboring towns to economize on costs.	Continue to explore cooperative strategies with Tremont and other neighbors to combine facilities and administrative functions in the Elementary Schools, public safety services, Public Works Dept., and public administration.	On-going	Selectmen/Town Manager/Staff
Current and Future Land Use	6-1	The 1996 Plan recommended that the area between the Manset corner and the Manset Town Dock be re-zoned from Harbor to Shoreland Residential to reflect its current (and fully developed) use.	The LUO should support the locations, types, scales, and intensities of land uses the community desires as stated in its Vision while reflecting the realities of modern land use requirements.	1. Rezone the area between Manset Corner and the Manset Town Dock from Harbor to Shoreland Residential to reflect its current use (1996 Plan). The Planning Board should propose LUO changes with respect to this zone within 1 year.	1 year	Planning Board/Selectmen
				2. Update the Floodplain Management Ordinance as needed.	On-going	Planning Board
Current and Future Land Use	6-2	New types of residential development are changing the traditional character	The LUO should support the locations, types, scales, and		1 year	Planning Board/Selectmen

1. The Subdivision and Land Use Ordinances should be clarified with respect to the development of

Chapter	Issue #	Description	Policy	Recommendation	Timeframe	Responsible Party
Current and Future Land Use	6-2	and appearance of the Town.	intensities of land uses the community desires as stated in its Vision while reflecting the realities of modern land use requirements. The purpose of regulation should be to control the impact of development.	condominiums where the subdivision owns land (and possibly buildings) in common, in combination with individual ownership of dwelling units. Planning Board to evaluate the Land Use and Subdivision Ordinances, propose changes if needed, and report to Selectmen within 1 year.	1 year	Planning Board/Selectmen
				2. The Planning Board should develop definitions and standards for condominiums within 1 year.	1 year	Planning Board/Selectmen
Current and Future Land Use	6-3	Buffering standards may not be effective particularly in the many areas of town where pre-existing development is non-conforming.	Buffering standards should be made adequate to protect mixed-use zoning and protect the types of land uses the community desires as stated in its Vision.	1. The Planning Board and Conservation Commission should undertake a thorough review of the buffering standards and include recommendations and suggestions for how to meet standards within 2 years.	1-2 years	Planning Board/Conservation Commission/CEO
				2. Augment buffering standards for commercial, industrial, and large residential developments with an emphasis on protecting rural character. The CEO should develop and the Planning Board evaluate proposed standards within 1 year.	1-2 years	Planning Board/Conservation Commission/CEO
Current and Future Land Use	6-4	With recent weather events (two 100-year rainstorms within six months) storm water run-off has resulted in erosion, road damage, flooding and property damage.	1. Coordinate land use strategies (and in this case stormwater management) with planning efforts related to the state highway.	1. Continue to develop enforceable language for storm water run-off standards for individual residences as well as subdivisions. CEO and Planning Board to develop and evaluate standards, ongoing.	On-going	Planning Board/CEO
			2. Establish efficient permitting procedures, especially in growth areas.	2. Cooperate with the Maine DOT to maintain State Roads 102 and 102A and their ditches, ongoing.	On-going	Planning Board/CEO
Current and Future Land Use	6-5	Growth and Rural Area Designation	1. Support the locations, types scales, and intensities of land uses the community desires as stated in the Vision Statement.	1. Implement land use recommendations included in this comprehensive plan.	As indicated	Planning Board/CEO/Selectmen

Chapter	Issue #	Description	Policy	Recommendation	Timeframe	Responsible Party
			2. Support the level of financial commitment necessary to provide needed infrastructure in growth areas.	2. Target 75% of growth-related capital investments (State minimum) to Zones A and BG and MA.	On-going	Selectmen/Town Manager
			3. Protect critical resource areas from the impacts of development.			
Current and Future Land Use	6-6	Two additional areas outside the Park's boundaries have been identified by "Beginning With Habitat" for possible inclusion as Critical Resource Protection Areas	1. Support State Coastal Management Policies #6: "to protect and manage critical habitats and natural areas of state and national significance....", and #8: "to restore and maintain the quality of our fresh, marine and estuarine waters...." by helping to alleviate storm water run-off in vulnerable areas.	1. The Planning Board and Conservation Commission should study "Beginning with Habitat" maps and evaluate the importance of indicating these two areas as Critical Resource Protection areas with appropriate restrictions and set-backs as recently applied to Seawall Pond, and report to public within 2 years.	2 years	Planning Board/Conservation Commission
			2. Coordinate land use strategies with local and State land use planning efforts (for critical habitat areas).	2. The Planning Board, within 2 years, should incorporate "Beginning with Habitat" maps into the planning review process under the Land Use and Subdivision Ordinances. Particular attention should be paid to high value habitats, priority species habitats, and wetland areas.	2 years	Planning Board/Conservation Commission
Current and Future Land Use	6-7	The small-town and rural appearance of SWH is part of its character and appeal.	1. The LUO and the Subdivision Ordinance should support the locations, types, scales, and intensities of land uses the community desires as stated in its Vision.	1. The Subdivision and Land Use Ordinances should encourage cluster development in lieu of dispersed single family housing in Zone C. The intent should be to control the impact of	1 year	Planning Board/Selectmen/CEO

Chapter	Issue #	Description	Policy	Recommendation	Timeframe	Responsible Party
				residences is unchanged, but the homes are clustered more closely together, with adjacent common open land. CEO and Planning Board should conduct this study and make recommendation to Selectmen within 2 years.		
			2. Establish more efficient permitting procedures, especially in growth areas (by clarifying the ordinances).	2. The Planning Board, within 1 year, should clarify the Subdivision and Land Use Ordinances with respect to condominiums where the subdivision owns land (and possibly buildings) in common, in combination with individual ownership of dwelling units. The purpose of regulation should be to minimize the impact of development, rather than to increase permitted density.	1 year	Planning Board/Selectmen/CEO
			3. Coordinate land use strategies with other local and regional planning efforts.	3. The Town and its committees should work more closely with Acadia National Park, the Friends of Acadia, Maine Coast Heritage Trust, and Hancock County Planning Commission on issues of land use and management, ongoing.	On-going	Planning Board/Conservation Commission/Selectmen
Current and Future Land Use	6-8	Data on land parcels, land use, zoning changes, development and infrastructure is laborious to collect, which compromises the ability of the Planning Board and the Code Enforcement Officer to assess the effectiveness of the Land Use Ordinance.	The Town should be more proactive in tracking land use changes, evaluating their impacts, and pursuing ordinance changes if and when needed in order to support the locations, types, scales, and intensities of land uses the community desires as stated in its Vision.		On-going	Assessor/Selectmen/Planning Board

Chapter	Issue #	Description	Policy	Recommendation	Timeframe	Responsible Party
				needed.		
				2. The Town should contract with a professional planner as needed to advise the Planning Board and other volunteer committees on land use issues and to assist in reviewing and keeping the Land Use Ordinance and the Comprehensive Plan up to date. Selectmen should review annually.	On-going	Planning Board/Selectmen
				3. Within one year of the passage of the Comprehensive Plan, the Planning Board shall review the LUO, the Subdivision Ordinance and other relevant ordinances for compliance and consistency with the Comprehensive Plan and propose necessary changes.	1 year	Planning Board
				4. Evaluate the implementation of the Comprehensive Plan every two (2) years, and preferably annually. This should include a review of the degree to which Future Land Use plan strategies have been implemented, how municipal investments relate to growth areas, and how well critical resources are protected. This should be overseen by the Selectmen, with the assistance of a planner, an ad hoc advisory committee, and/or the Planning Board. 5. Within 6 months of the passage of the Plan, Selectmen should appoint an Implementation Comm. to serve as an information resource, to assist town boards and committees in implementing the recommendations, and to report on progress to the Selectmen.	2 years	Selectmen/ Ad-hoc advisory committee