

Human Infrastructure - Comprehensive Housing Strategies and Actions

Strategy

Make housing for year-round workers and families a priority. This is critical to a year-round resilient economy and directly fits with North Haven's Vision and Objectives. This strategy focus includes year-round housing for:

- Workers
- Persons aging in place
- Families

As a secondary priority (though not to be ignored) actions should also be taken to address housing for seasonal workers. This benefits businesses that are seasonal and/or have seasonal spikes in the spring, summer, and fall months. Important for both seasonal and year-round businesses, though housing needs are different.

Actions	Timeframe for Action	Measures for Progress and Success	Resources	Partners
Finalize comprehensive housing strategy and implement top priority actions	Short-term	Acceptance and action on housing strategy, level of implementation of strategic actions	Staff time for supporting committee and land use policies and practices, possible financial incentives and/or provision of land for housing development	Town of North Haven: financial support for partners, land-use policy and practices, and provision of land
Continue to support and utilize housing committee/organization for overseeing implementation	Short-term	Housing committee membership levels; number of stakeholders involved, funding resources acquired, new housing stock built		North Haven Sustainable Housing: advocacy, implementation, management
Continue to support community and private efforts to make housing available	Long-term	Amount of new housing available corresponds with housing demand		North Haven Housing Advisory Committee – policy liaison to the Town
Include strategies that enable attainable housing through: - Zoning and land use planning (e.g. allowance of accessory dwelling units) - Balancing short-term rental allowances with need for year-round rentals - Lowering development costs through public/private/non-profit partnerships	Long-term	Zoning changes made, new units built, level of housing availability for year-round and seasonal workers, partnerships created		Property owners, businesses, and residents interested in the development of housing solutions

Waterfront Infrastructure and Waterfront Planning

Strategy

Invest in waterfront planning and infrastructure to support and sustain diverse, multiuse access to the water for the long-term. Do this through a process that considers the comprehensive needs and assets of the waterfront areas by creating a waterfront master plan that focuses initially on the Thorofare Waterfront. This process should drive toward actionable results – including construction and shoreline stabilization – that continue existing uses, provide for a wider range of future uses, and account for both sea level rise and climate change.

Actions	Timeframe for Action	Measures for Progress and Success	Resources	Partners
<p>Create waterfront area master plans (district plans that include properties and activities near and around Maine State Ferry as well as other key waterfront areas) and include assessment of:</p> <ul style="list-style-type: none"> - Vision/purpose - meeting working waterfront needs as well as the needs of all residents and users, current and potential - Infrastructure (including pier, boat ramps, equipment storage, parking, pedestrians, roads, etc.) - Market feasibility - value to island businesses and economy - Financing/funding - funding needed to implement and methods/alternative for financing including but not limited to Tax Increment Financing - Environmental resiliency and climate change 	<p>Medium-term</p>	<p>Funding acquired to support master planning efforts, whether or not master planning process occurs, level of community involvement</p>	<p>\$100-\$200K for master planning depending on number of areas covered and level of infrastructure assessment needed</p>	<p>Town of North Haven Property owners Businesses, workers, and residents within the waterfront district</p>
<p>Improve waterfront accessibility for public land use, including:</p> <ul style="list-style-type: none"> - Access roads - Pedestrian access ramps - Boat launches - Beaches - Parking 	<p>Long-term</p>	<p>Agreement on designs for sustainable, multiuse waterfronts, accessible to the entire community. Construction of sustainable, multiuse waterfront facilities and support structures accessible to the entire community</p>		
<p>Update downtown zoning and parking requirements to make them more flexible, resident friendly, and business friendly.</p>	<p>Short-term</p>	<p>Appropriate zoning changes implemented, community and business ease of parking, number and quality of downtown amenities</p>		
<p>Begin the process by meeting with and engaging property owners within the waterfront districts. Most of the property is privately owned and a master planning process cannot begin without a partnership with existing owners.</p>	<p>Short-term</p>	<p>Number of property owners engaged, level of community buy-in, agreements reached among private owners in waterfront districts, level of communication and cooperation</p>		

Flow and Movement of Goods and People

Strategy

Continue to explore options for increased capacity and service across all critical transportation methods. Support for resiliency in a variety of infrastructure that moves people and goods including:

- Ferry service – early and late service
- Other water transportation services including between Island and mainland and North Haven and Vinalhaven
- Air service
- Business freight to and from Island
- Movement on Island -vehicles and pedestrians

Actions	Timeframe for Action	Measures for Progress and Success	Resources	Partners
Develop a plan for transporting people, vehicles, and goods to and from the island that is consistent, effective, feasible, and affordable	Medium-term	Plan creation, level of stakeholder buy-in and support, level of cooperation established	High and depends on services and alternatives pursued	Town of North Haven
Explore/seek partner entities for increased on-demand water passenger services	Long-term	Number and quality of partnerships created, level of ongoing reliability		Penobscot Island Air
Continue to pursue increased transportation to the mainland through the Maine State Ferry Service: specifically, more trips, including early and late trips	Medium-term	Level of cooperation from Maine State Ferry Service, number of daily trips		Maine State Ferry Service
Collaborate with affected parties to continue effective air service	Medium-term	Level of communication and cooperation with those utilizing air service, reliability, cost, stakeholder satisfaction		Impacted property owners, business owners, workers, and residents
Develop program/collaboration process for coordinating water freight service to meet individual business needs	Medium-term	Businesses brought together, stakeholder satisfaction, workable collaborative solution achieved to improve water freight service		Water freight and passenger transportation providers
Continue to assess condition of roads and bridges specifically in terms of resiliency to climate events and develop a prioritized improvement plan	Short-term	Creating an initial Transportation Plan		
Improve roadways within highly utilized areas for greater use and safety for micro-mobility (e.g., walking, etc.); Begin program of lines painted on the roads to support biking and maintaining road shoulder	Long-term	Miles of road painted, sidewalks and lanes built, miles of shoulder maintained		
Implement programs for bike and other micro-mobility rentals, usage, maintenance, storage	Medium-term	Programs created, level of usage, stakeholder and user satisfaction		
Examine parking within the district waterfront master planning process	Medium-term	Create and implement parking recommendations		

Protection of the Natural Environment, Resources, and Related Ecosystems for Future Island Generations

Strategy

Continue to develop an ecological awareness and understanding of environmental and natural resource assets and their relationship to the overall resilience of the community. Consider environmental impacts and opportunities within the planning and implementation for each of the economic and workforce diversity strategies.

Actions	Timeframe for Action	Measures for Progress and Success	Resources	Partners
Implement the recommendations of the Water (fresh water) Sustainability Assessment (from separate analysis being done by Town).	Medium-term	See Sustainability Assessment	To be determined – resource levels will be driven by Climate Action Working Group	Town of North Haven
Provide education and awareness about environmental challenges and solutions, including landowner information opportunities about invasive species, silviculture, and best forest management practices.	Short-term	Materials created, connections created, level of community uptake of resources		Maine’s Community Resilience Partnership
Assess, understand, and incorporate findings regarding current carrying capacity of ecosystem and built services, such as aquifers and freshwater sources, public drinking water and private wells, and sewer and septic systems, into planning and infrastructure development.	Long-term	For future planning efforts, whether or not ecosystem capacity is incorporated as part of process		Midcoast Council on Governments (MCOG)
Protection of natural resources and actions that foster climate resilience can build economic sustainability and diversification. Utilize the priority actions identified by the community during the Community Resilience Partnership enrollment process as opportunities to strengthen and diversify the North Haven economy.	Long-term	Level of uptake of priority actions and progress made, new economic and community benefits realized		North Haven Conservation Partners
				North Haven’s Water, Earth, Birds, & Bugs (WEBB) network
				North Haven Community School

Human Infrastructure - Continuation of Critical Services

Strategy

Take action responsive to the importance of critical human infrastructure required for resiliency of island residents, workers, and businesses. Including:

- Year-round grocery store
- Health clinic/emergency medical services, family, and elder care
- K-12 education, childcare
- Repair, maintenance, and similar services to homes/households
- Provision of fuel and energy

Actions	Timeframe for Action	Measures for Progress and Success	Resources	Partners
Help eldercare facility market/create awareness of “open door” program for nonresidential care programs.	Medium-term	Marketing materials created, uptake of nonresidential care programs	TBD	Town of North Haven Health care entities Education and training entities Essential businesses and entities engaged in providing community services
Work on expanding ferry service/transportation for an early morning ferry from Rockland and a late ferry from North Haven to Rockland to get workers and contractors to and from island.	Short-term	Number of ferry crossings, connections made with state agencies and funding resources		
Include trades as a key industry sector, specifically within strategies for education and the workforce as well as entrepreneurship and small business. Education and training will help in the long-term, however, the scale and isolation of the Island from larger markets translates to a need for tradespeople to live and work on the island. Helping the willing person with propensity for trades on Island start, grow, and manage a business will be critical.	Medium-term	Tradespeople living and working on island, level of collaboration among residents on shared trades services, number of education and training opportunities available		
Year-round store – provide appropriate assistance as needed/warranted to any future owners of a general store that provide goods year-round. This might require promotion of opportunity, as referrals for small business loans, or technical assistance.	Long-term	Coordination and cooperation with year-round store owner, amount and type of assistance, community support level, connections made to small business assistance resources		
Provide support for businesses/organizations providing childcare as needed/warranted.	Long-term	Number of funding opportunities identified, level of community support, number of children and families accessing services		
Provide support for businesses, organizations, and individuals providing water transportation services as needed/warranted.	Long-term	Overall business climate, level of cooperation and collaboration, North Haven's business reputation, amount of economic growth and diversification		

Education and Workforce

Strategy

Prepare students and workforce for jobs and careers that are resilient and offer opportunities to live and work on the island. Help businesses develop a pipeline of workers to support business resilience. Do this through a focus on:

- K-12 – skills and learning to prepare for and succeed on and off the Island with experiences/opportunities within Island context
- Essential jobs/occupations/careers to the Island and treating workforce as a community critical resource
- Entrepreneurship
- Trades and related skills and experiences – inclusive of construction, maintenance, repairs, property and equipment, health services

Actions	Timeframe for Action	Measures for Progress and Success	Resources	Partners
<p>Help islanders thrive in digital age including:</p> <ul style="list-style-type: none"> - Students - Small business/entrepreneurs - Residents and seasonal population <p>All sectors of the economy and workforce have or are becoming more digital or digital enabled. For an island community digital intelligence and skills provide the ability to access more opportunities for work, business, health care (telehealth), and education/learning.</p>	Medium-term	Amount of infrastructure in place to support broadband/digital access, funds accessed at state and federal level to support infrastructure, level of integration into digital economy by existing and new businesses	Medium – a good candidate for external funding through grants	Formal Schools North Haven Community School Maine Career Center - Rockland Mid-Coast School of Technology Experienced island professionals (retired, seasonal, etc.) North Haven Foundation
<p>Cultivate experience and opportunities for jobs and skills in trades including:</p> <ul style="list-style-type: none"> - K-12 understanding and experiencing trades, opportunities, and value - For residents and workers 	Long-term	Number of tradespeople coming out of training programs and locating on North Haven		
<p>Work with school system to further develop and resource experienced-based learning connected to the Island ecosystem, Build on existing success of the school’s programs and assets in woodworking, gardening/horticulture, and robotics/3D printing</p>	Medium-term	Number of programs and level of participation		
<p>Continue to support the Offshore school program and Hurricane Island Center for Science and Leadership to provide opportunities for mainland students to learn within an island environment</p>	Long-term	Level of participation in programs, funding resources accessed		
<p>Coordinate with and access resources from workforce development partners and state initiatives. For example, the current initiatives focused on island and marine based education and training through the Island Institute and SeaMaine, Workforce Solutions program for upskilling and developing seasonal career pathways</p>	Long-term	Amount and type of funds accessed, number of projects arising from those resources, depth of collaboration with partners		
<p>Continue coordination and support for programs of the Mid-Coast School of Technology in Rockland for training and education. This provides a critical resource for island students and exposure of the island to mainland students</p>	Long-term	Number of programs and level of participation		
<p>Provide opportunities for civic learning and engagement of K-12 students</p>	Short-term	Number of students engaged		
<p>Provide scholarships at the foundation level targeted toward island experience and island related occupations – North Haven Foundation</p>	Medium-term	Number of scholarships provided, funding amounts, partners engaged, number of sustainable pathways built		
<p>Teach island entrepreneurship to K-12 students exposing them to learning conducive to being creative and designing opportunities.</p>	Long-term	Number of students engaged and depth of participation		

Communications Infrastructure

Strategy

Support the build out and siting of a cell tower and other key communications infrastructure, as they are critical for communications to support industry, workforce, residents, emergency preparedness, and overall livability on North Haven.

Actions	Timeframe for Action	Measures for Progress and Success	Resources	Partners
Implement plans for siting a cell tower on the Island with telecommunications provider(s).	<p align="center">Medium-term</p>	Tower sited and constructed, level of broadband service on island	Medium, with public funding available	Town of North Haven Maine's Community Resilience Partnership
Seek state and federal funding for continued broadband infrastructure and service including through Maine Connectivity Authority which is launching new grant programs for connectivity.	<p align="center">Long-term</p>	Funding amount acquired, projects undertaken, overall level of island connectivity		Communications Service Providers Midcoast Council on Governments (MCOG)

Economic, Business, and Entrepreneur Opportunities

Strategy

Focus on the economic industries and markets most relevant to the island. Act on critical priorities that will enable:

- The Marine and Coastal Economy (Blue Economy), including fishing, lobstering, aquaculture, marine and boat services, and the cross section with clean energy such as the electrification of the waterfront
- Agriculture – local and sustainable
- Visitation: accommodations, food, retail, recreation – low impact and sustainable, balances and integrates year-round, seasonal, and day visitors consistent with North Haven’s culture
- Trades – construction/facilities/grounds, equipment/maintenance/repairs
- Arts and culture – to support businesses, workers as well as residents and visitors
- Entrepreneurs – creating opportunities to “make and sustain a job/business”

While the Town can be a partner and champion for business and entrepreneurship, it is important to note that these efforts will not be led by the Town but rather those businesspeople and entrepreneurs engaged in these industries and markets.

Actions	Timeframe for Action	Measures for Progress and Success	Resources	Partners
<p>Continue to build and strengthen entrepreneur network and support mechanisms</p> <ul style="list-style-type: none"> - Unique to “Islandpreneuers” and island opportunities - Meetups, communications, sharing - Connecting to external support and opportunities (Maine’s entrepreneurial networks and resources) - Pursue partnerships and fundings with resources focused on island resiliency 	Medium-term	Development of entrepreneur network, informal and formal entrepreneur groups formed, number of external connections and partnerships made, funding/resources acquired	Low and distributed across multiple partners, businesses. Would require staff time as part of initiatives.	Business and related industry groups Entrepreneurs Town of North Haven
<p>Connect to and build off Island culture and opportunities – culture, key industries, circular and shared economy</p>	Short-term	Level of communication with stakeholders, formal and informal groups formed		
<p>Include trades as a key industry sector and include within both strategies for education and workforce but also entrepreneurship and small businesses. Education and training will help in the longer-term; however the small scale and isolation of the Island from large markets mean this will take long to develop, and by itself won’t necessarily create increased service capacity on Island. Helping the willing person with a propensity for working in the trades on Island start, grow, and manage a business will be critical.</p>	Long-term	Number of tradespeople on island/willing to travel to North Haven or establish on-island businesses, training programs developed		
<p>Develop and implement a waterfront master plan to improve infrastructure for long-term blue economy industry needs</p>	Long-term	Funding resources acquired to support master planning efforts, whether or not master plan steps are implemented		
<p>Support fishing industry against threats due to lobster regulations</p>	Medium-term	Steps taken to support industry diversification, connections made with other community, stakeholders, and legislators		
<p>Support existing efforts for aquaculture through creating access to needed water/coastal areas, equipment storage</p>	Medium-term	Level of ease accessing waterfront assets, stakeholder group formed, plans created		
<p>Connect to and utilize current efforts in the state aimed at growing and supporting blue economy opportunities including but not limited to SeaMaine, Island Institute, FocusMaine, Maine Aquaculture Association, Maine Aquaculture Innovation Center, Maine Center for Entrepreneurs Cultivator program for incubation and acceleration in the food and beverage industries in Maine, and other industry driven initiatives</p>	Short-term	Connections made, state funding acquired, new businesses created/existing business growth		
<p>Expose K-12 students to opportunities a in blue economy that include fishing but also beyond- example: Educate Maine, Aquaculture Pioneers program, https://mainecareercatalyst.org/aquaculture-pioneers</p>	Long-term	Number of connections between industry and students, ongoing status of programs, internship and learning opportunities created		
<p>Form cooperative ventures among farmers</p> <ul style="list-style-type: none"> - Buying cooperative for goods and supplies - Town compost program - Grain shed - Freight/shipping – more collaboration and planning to limit trucks traveling “empty” one way - Marketing of goods 	Medium-term	Number/level of efficiencies found through cooperation, uptake of cooperative programs, value-added growth through marketing		

Create opportunities for community gardens and build off school garden	Medium-term	Whether or not gardens are created; level of support and uptake of school garden
Support efforts of farmers to increase market opportunities (customers) for fresh and local food	Short-term	Connection made, number of people reached through marketing efforts, uptake in North Haven residents buying local food
Focus strategies and action to support low impact and sustainable visitation that balances and integrates year-round, seasonal, and day visitors	Long-term	Number of visitors, spending per visitor, particularly during shoulder/off-peak seasons
Visitors' welcome kiosk (example: Stonington has a beautiful and very accessible town landing, town float, public seating, and a kiosk as you leave the wharf and hit Main Street)	Medium-term	Whether or not kiosk is built, content accessible at welcome kiosk
Outdoor community bulletin board, large town map, and other basic arrival and departure info might be helpful.	Medium-term	Whether board is built, level of use by Town and other stakeholders
Public bathroom	Medium-term	Finding space/funding, whether construction occurs, level of use
Public trash drop-off downtown	Medium-term	Finding space/funding, whether construction occurs, level of use
Finalize and implement housing strategies	Long-term	Level of implementation
Develop additional programing with schools and education service entities for trade career awareness opportunities, experiences, apprenticeships	Medium-term	Number of connections made, level of sustainability in program, number of tradespeople on North Haven
Develop program to aggregate on-island needs for service and bidding on service contracts	Long-term	Program establishment, efficiencies realized
Continue to market arts and culture opportunities both on and off the island	Short-term	Establishment of marketing programs, community uptake level
Coordinate the arts and culture events, resources, programming	Short-term	Programming and calendar updating, level of stakeholder communication, number of events, attendance levels

Civic Infrastructure

Strategy

Support partnerships for:

- Nonprofit sustainability – cultivating the next generation of leaders and board members, succession planning for sustainability
- Better coordination of non-profit/civic organizations
- Increased opportunities for engagement

Actions	Timeframe for Action	Measures for Progress and Success	Resources	Partners
Increase coordination and collaboration for: - Shared database of events, happenings, needs - Shared staffing of civic and nonprofit entities for admin/operations - Shared technology/facilities	Medium-term	Amount of improvement in communication and responsiveness due to collaborative efforts, number of staff hired/shared between civic and nonprofit organizations	Low, but will include Town staff and volunteer time from partners	Town of North Haven
Increase efforts for youth and young people for civic engagement	Short-term	Number of youth and young people on boards, volunteering in community		North Haven School System
Develop and continue advisory and engagement efforts for resiliency and adaptive planning	Long-term	Advisory board created and having regular meeting schedule, scale of planning efforts underway		Nonprofit and civic entities on the island
Secure permanent staff resource as ‘resiliency coordinator’ once Island Institute fellowship is complete	Medium-term	Whether or not someone has been hired into position		