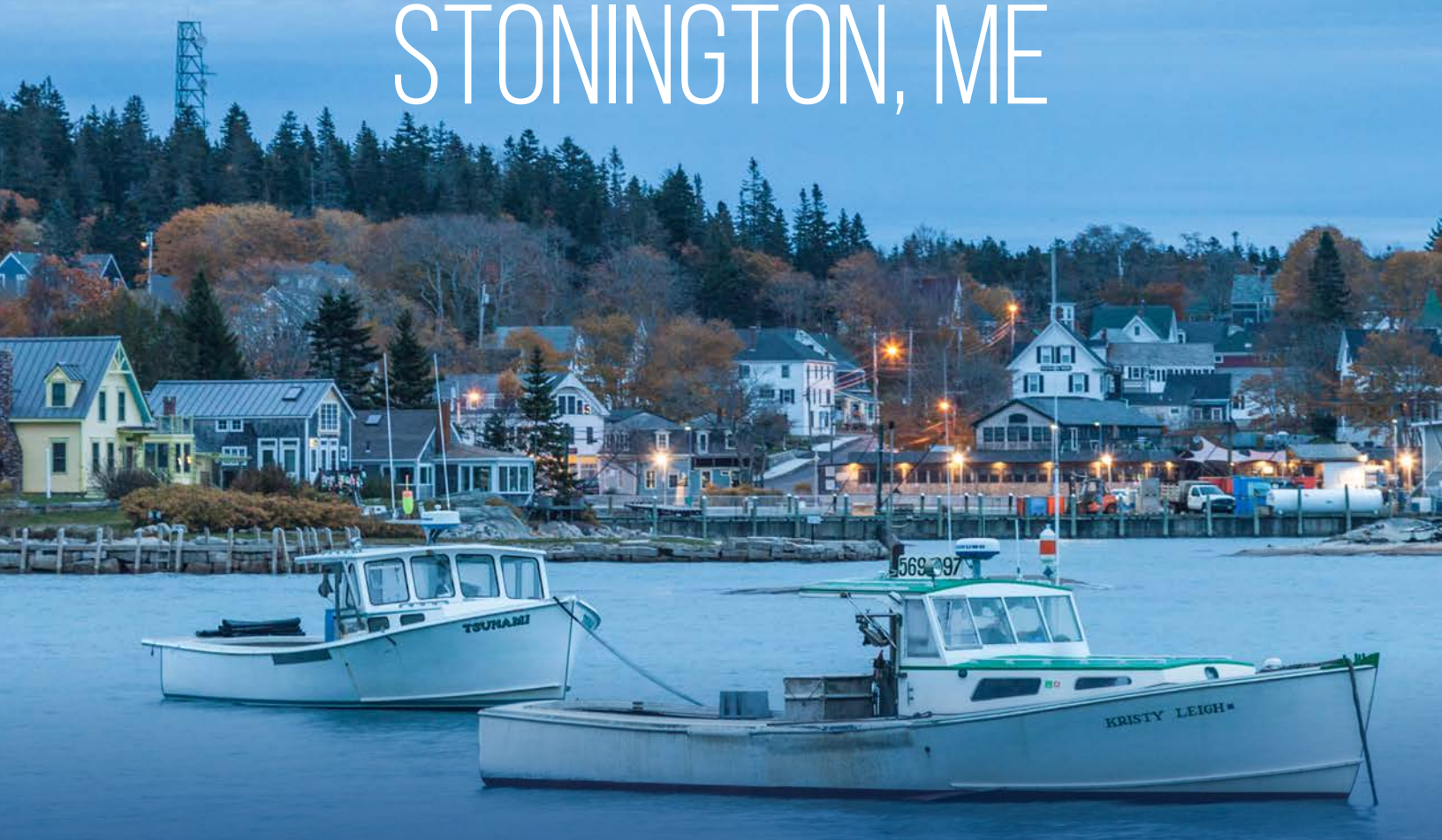


# ECONOMIC RESILIENCY CASE STUDY STONINGTON, ME



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# INTRODUCTION

In 2025, Camoin Associates worked collaboratively with interns from the University of Southern Maine's Muskie School of Public Service to conduct two economic resilience case studies. The case study research was designed to capture measures and insights to inform resilience planning in each community.

This case study is designed to inform resilience planning for the community of Stonington,

ME. The case study was informed by a review of municipal and community documents and studies, in-depth interviews with Stonington leadership and stakeholders, and a survey of community members.

Additionally, this case study includes input from a community roundtable that focused on Stonington's resilience, building needs, and opportunities.

## METHODOLOGY

**INTERVIEWS** were conducted with local stakeholders, community leaders, officials, and residents to gather qualitative insights into challenges, experiences, and resilience strategies in Lewiston.

This mainly involved using a holistic approach that ties economic factors with environmental, health, community, individual, and organizational prosperity and well-being. All these factors greatly contribute to economic and community resilience in Stonington.

**SURVEYS** were conducted to capture the local stakeholders and residents' perceptions and quantitative data regarding the community's state of resilience and other related factors. More information is included in Appendix B.

**DOCUMENT ANALYSIS** of official reports, relevant planning documents, and existing literature and studies was conducted to contextualize the state of resiliency in Stonington. Through the analysis of existing community data, important demographic, economic, housing, infrastructural, and other data were identified and used to inform the resilience assessment.



# COMMUNITY BACKGROUND

Situated on the bridged island of Deer Isle, Stonington is Maine's largest lobster-producing port. The Town of Stonington has a year-round population of approximately 1,000 people. The 30-square-mile island as a whole, which includes both the Town of Deer Isle and the Town of Stonington, has a larger year-round population of around 3,000 residents, most of whom live in the Town of Deer Isle.

Compared to the State of Maine, Stonington's resident population is older and more economically challenged than the statewide average. This is especially important to understand, as the State of Maine is currently older and lower income than the national average.

Stonington's identity and economy are shaped by commercial fishing, especially lobstering. In 2024 alone, Stonington fishermen landed more than 8.8 million pounds of lobster, with a value of \$52 million. Lobster is the major contributor to the blue economy in

Stonington, representing as much as 80% of the community's fishing income in 2015.

Over the last decade, lobsters have accounted for at least 64% of the town's fishery income at any point in time. The value of lobster has been increasing while the total catch is staying relatively constant.

Like many of Maine's coastal communities, the fishing industry has evolved over time. Stonington has been fortunate to support a day fleet that has capitalized on the range of available and abundant fishable species, historically including cod, mackerel, shrimp, and, most recently, the harvest of lobster.

Currently, Stonington's lobster harvest contributes impressive volume and value to the catch in the region, while other fisheries have declined. The value of the lobster landings in Stonington was \$47.87 million for 11.42 million pounds of lobster in 2023.



As for the fishing fleet, Stonington's harbor is home to more than 300 boats, primarily independent operators who fish nearby waters. The size and diversity of this small boat fleet are supported in Stonington by a public pier, an active working harbor, and a lobster co-op that serves as the processor and primary buyer for many smaller operators. In addition, a few larger outfits, such as Greenhead Lobster and Fifield Lobster, have their own infrastructure for landings, processing, and transportation.

Stonington's population includes families who have been on the island for generations, as well as a seasonal population who have returned to Stonington for the summer for years. These two populations (year-round and seasonal) have different perceptions of the town, but both show an enduring commitment to its future.

## STONINGTON'S CURRENT ECONOMIC DRIVERS

Today, Stonington's village center remains the hub for commerce and culture, with restaurants, shops, the town office, and the public pier all located around the harbor.

At the state level, trade data show the top industries are Healthcare and Social Assistance, Government, and Retail Trade. The largest employment sectors in Stonington are Retail Trade, Wholesale Trade, and Accommodation and Food Service. Because most fishing and lobstering jobs are not considered wage work for reporting in that data set, Fisheries are deeply undercounted, with only the shoreside efforts of these industries (dealers, transportation, etc.) represented in measures of Wholesale Trade.

It is critical to consider the lobster industry's economic impact. In 2021, lobster landings brought in \$78 million in harvested value from 651 harvesters. The impact of the fishery on the local economy is substantial, with Camoin Associates estimating that \$6.6 million of

that value circulates through the Stonington economy, beyond direct spending on crew and equipment.

Additionally, studies have found that every employee of a local lobster dealer creates an additional 3.8 jobs in Stonington. Consequently, the community and lobster fishing are deeply entwined, both historically and economically.

In contrast, the more visible tourism industry accounts for only a fraction of the income from the fishing industry. In Stonington, Restaurant and Lodging Sales totaled a valuable but significantly lesser \$4.3 million, and total taxable sales were around \$20 million, not exclusively from tourists.

Of note, most of the restaurant and lodging jobs on the island are seasonal and serve summer visitors, rather than year-round income drivers like the fishing industry. Additionally, the summer tourism influx places significant pressure on the town's limited drinking water supply and on infrastructure, such as parking and housing, during the summer months.

## HOUSING

The State of Maine is facing housing shortages statewide, including affordable housing shortages in many communities. Stonington, like other communities, is facing an affordable housing shortfall.

Since Stonington is relatively isolated on Deer Isle, people who participate in community life generally live on the island. This makes maintaining housing on the island critical to Stonington's economy. Data from 2020 indicates that Stonington has 963 housing units, of which 381 are owner-occupied, and 134 are renter-occupied. Stonington also had 140 active short-term rental properties in 2022.

Locals report that it is difficult to find housing on the island and that often the existing housing units are used as seasonal family homes, and therefore not integrated into the housing market.

# ISLAND INFLUENCES

Being located on an island means that Stonington has some unique municipal obligations and collaboration partners, requiring both individual and shared responsibilities unique to island municipalities. For example, the town operates its own sanitary district, water district, and small airport. It works regionally to provide both a school system and broadband Internet.

When discussing the work of resiliency building, it is critical to remember that municipal leaders are also balancing these unique island-specific obligations alongside planning for community improvements.



## Sanitary District

The Sanitary District leverages a system of septic tanks to treat water from residents, which is uncommon for such a large population and area.



## Water District

Stonington's Water District is fed by eight wells on the island, which routinely run low during the summer months. Some residents

have private wells, but they all draw from the same aquifer. The water quality on the island is good, but the quantity is limited.



## Broadband Internet Service

In 2023, Stonington was part of a collaboration to use National Telecommunications and Information Administration (NTIA) funds to bring fiber internet to the Blue Hill Peninsula and Deer Isle. This allowed them to open a community connectivity hub in 2024, using Maine Connectivity grant funds, to help citizens access online services. Bringing fiber internet to the island and dedicating space for the connectivity hub were both priorities of local municipal leaders.



## School District

The school district is shared across the island, including students from Deer Isle.

## RESILIENCY BACKGROUND: WHY CARE ABOUT RESILIENCE?

Scholars and economic developers have worked to define metrics to serve as predictive measures of vulnerability and resilience. Some of these approaches include the well-known BRIC and COPEWELL methodologies. While not entirely predictive, these metrics provide communities with a relative measure of their expected vulnerabilities.

Importantly, the research points to the essential need to understand the unique characteristics and influence of a specific people and place to better understand resilience and resilience-building needs.

Resilience is the ability to prepare and plan for, absorb, recover from, and more successfully adapt to adverse events. We quickly learned that resiliency means very specific

things within this community. While there is a clear relationship between resiliency and vulnerability, it is not always a direct cause-and-effect one, even though they are closely related concepts.

A community may have many indicators of vulnerability, but actively overcoming those challenges through community engagement, mutual aid, and planning can build strong resilience. Concepts such as adaptability or transformability are not generally captured by these metrics. Studies like this one can help identify a range of relevant measures and priorities that take into consideration the specific needs and relationships that can be developed to strengthen community resilience.

# WHAT COMMUNITY RESILIENCE MEANS TO THOSE LEADING, LIVING AND WORKING IN STONINGTON

In 2025, Camoin Associates' internship team worked with community leaders and members to share their perceptions of resilience, resilience-building needs, and aspirations.

When asked to define resiliency in Stonington, respondents provided a wide range of responses, from technical to people-oriented. Residents shared specific issues, such as the ability to withstand or recover from storms and the need for a year-round economy. Many people spoke of the January 2024 storms, which damaged the public harbor and other portions of the waterfront, as a clear example of their ability to enact a quick clean-up, and to identify relief funds, and to quickly rebuild.

Without the community's willingness to quickly come together and secure emergency funds, this might have been an industry-stopping event. Instead, it served as a touchstone moment, demonstrating how the town was willing and able to act together to quickly recover from shocks, a critical component of resiliency.

Some interviewed leaders defined resiliency as providing opportunities for future generations, in a very people-specific way. They described the lifestyle of an island community and said they wanted their grandkids to be able to share in it in the future as well. Others said

they didn't want young people to miss out on the opportunities to work on the water and to stay in their community. They spoke about how having the older generation leave the island for all their healthcare appointments just wasn't sustainable.

This view of resiliency was less about events or shocks and more about withstanding long-term pressures or stresses, such as economic changes. Although fewer people mentioned this long-term view of resiliency in their definitions, their willingness to act with tenacity toward the long-term vision suggests it is just as much a part of the community culture.

Leaders often referred to Stonington as "the poster child for resiliency," in part because of its significant involvement in the Community Resiliency Partnership, the Governor's Infrastructure Rebuilding and Resilience Commission, and its long history of working on projects with resiliency in mind.

Leaders shared both pride in past accomplishments and a determination to continue the work on the much larger issues still to be resolved (such as the aging bridge connecting the island to the mainland). Many emphasized that resiliency work is never done, that new challenges, new resources, and new considerations were always forthcoming.



# HOW DOES COMMUNITY RESILIENCE CONNECT WITH ECONOMIC RESILIENCE IN STONINGTON?

Camoin Associates developed an economic plan for the town in 2023 that identified several critical factors for economic resiliency. Those critical factors include the impacts of sea level rise and ocean warming on the working waterfront and the fisheries, the attraction of seasonal visitors, and the potential to undermine other services for the year-round population.

For example, Deer Isle-Stonington High School (DISHS), which serves the entire island population, has a graduating class of fewer than 20. A meaningful economic disruption to local families, leading to a reduction in enrollments, could make maintaining the school system

unsustainable and, as a result, force many of the few remaining families off the island.

Many factors associated with the community's view of resiliency documented in the 2025 interviews, including affordable housing, the critical nature of a year-round community and economy, stable infrastructure, etc., have direct ties to Stonington's economic resiliency. Other issues, like limited housing, need to be addressed at the town or island level so that there can be a year-round workforce that does not have to commute across the bridge in winter weather.

## WHAT ARE STONINGTON'S CORE RESILIENCE ISSUES?

The following section presents a discussion of pressures and opportunities based on community input gathered through interviews, document analysis, surveys, and community roundtables.

These are arenas where significant thought and effort have already occurred related to Stonington's economy and where extensive work is ongoing.



### A Working Waterfront

The importance of the working waterfront has always been central in Stonington, and it has weathered economic and climate challenges in the past. For example, the 2008 economic downturn caused a drop in lobster prices, impacting the community.

More recently, the winter storms of January 2024 damaged the public pier and much of the waterfront infrastructure. Damage to the public pier and harbor could have shut down

the fishery by preventing lobster boats from reaching shore.

The Town and community quickly activated, taking advantage of state emergency funds to rebuild the pier higher to reduce the potential impacts of future storms.

The potential threats and successful response to those back-to-back storms in 2024 were so dramatic that a New York Times article was written about it, which is displayed publicly in the Town Office.



## Summer Visitors

Another pressure facing the island comes from an increase in visitors. Although Stonington has long had a seasonal population, the pandemic and the installation of fiber internet on the island have made it much more appealing for visitors. While this initially sounds like an economic boon, the island's carrying capacity is under significant pressure, especially during the summer months.

In 2023, a proposed ordinance stated, "The Town is annually exceeding its occupancy, drinking water, parking, and year-round housing capacities." The lack of year-round housing constrains economic growth, and jobs in the community are difficult to fill without guaranteed housing.

Citing the loss of local control of important property ("With 55% of downtown Stonington and 80% of our shoreline owned by nonresidents ..."), the Town enacted a new ordinance requiring the registration of short-term rentals (STR) in 2023. There are nominal fees associated with these properties, and the ordinance gives the town greater visibility into how these properties are being used and who maintains them.

This STR ordinance provides evidence for one facet of the housing crisis, that existing homes are not being used for year-round residence. However, efforts to build more housing on the island are slow and constrained by limited access to drinking water.

The State has generally acknowledged a housing crisis and recommended a variety of approaches to address it, but in a remote location like Deer Island, housing needs to be added to the island itself to impact the Stonington community without limiting their access to a workforce.



## At Odds: Lobstering and Right Whale Protections

Federal protections for the right whale have created an uncertain future for the lobster industry. While the federal rules will require dramatic changes to lobstermen's fishing gear, the implementation timeline has been delayed, and those delays have been challenged in court.

Regardless of the timeline, lobstermen are expected to upgrade their equipment to a different style that will require a large



investment to convert the entire fleet in Stonington. While organizations like the Maine Center for Coastal Fisheries have created gear libraries that allow crews to borrow the new equipment to see how it might be incorporated into their processes when the time comes, the community is largely opposed to these new regulations. It is expected that, when they are mandated to switch to the new equipment, many smaller boats will leave the industry rather than invest in upgrades.

A smaller fleet out of Stonington will disrupt the existing supply chain of buyers, processors, and transporters that support Maine's largest lobster port, which will certainly have additional impacts on the economy and community.

The local fishing industry is understandably uneasy about restrictions and changes to this fishery. Historically, fisheries that have been closed due to population decline have not reopened. Although some call those fisheries overfished, when harvests are stopped, the population doesn't immediately rebound.

Some voices in the industry suggested they would support additional habitat restoration and protection efforts if it meant they could return to fishing Atlantic salmon or cod (fisheries that have been closed for decades).



## Environment, Climate, and Infrastructure Challenges

Being on an island and remote from mainland resources presents some unique considerations for the community. Issues like sea level rise, access to drinking water, and the single bridge to the mainland each illustrate the interface between the environment and infrastructure that needs to be considered here.

### Sea Level Rise

As an island community, Stonington is already experiencing increased pressure from sea level rise driven by storm surges. The winter 2024 storms caused significant damage and prompted reflection on the impacts of rising sea levels.

The public pier has been raised by three feet since the winter 2024 storms to prevent future flooding. However, the sea level rise and storm surge predictions for Deer Isle suggest that this has bought several more years of protection, but is ultimately not a permanent solution. Those models suggest that many waterfront properties will need to be moved to higher ground to avoid losses from future storms over the coming decades. The causeways that connect the Community of Deer Isle and Little Deer Isle are at similar risk of flooding from combined sea level rise and storm surges.

Further infrastructure assessments should be completed to determine what is at risk if sea levels continue to rise or storm surges exacerbate flooding. Individual homes, businesses, and shared infrastructure are all likely to be impacted by future storms, and a plan for preparing, mitigating, or adapting should continue to evolve within the community.

### Access to Drinking Water

The Town of Stonington operates the water utility, which draws water from the island's aquifer through eight wells. Due to increasing population and decreasing summer rainfall, seasonal water shortages are common.

In addition to education campaigns and conservation efforts, the Town generally has to truck in water from the mainland to meet the needs of the summer population. This is an expensive solution to what has become a recurring challenge. Currently, hydrological studies are being conducted to explore additional water sources on the island.

The Town is also investigating installing water storage facilities on the island to help mitigate the impact of the increased demand. Further, the pipes on the island are half the length of modern standards (10 feet vs. 20 feet), and it has been suggested that this means there are twice as many locations for slow leaks in the plumbing infrastructure.

The Town is slowly addressing this issue when other maintenance requires it, but upgrading the pipes across the entire island would be another expensive project. The Town may need



to consider if there is a carrying capacity for the island that cannot be exceeded with its current infrastructure and capabilities.

### **Deer Island Bridge**

The Deer Island Bridge is the only road connection for the island to the mainland. The suspension bridge was built in 1939 and has had major updates as recently as 2010. While the State reports that the bridge is still functional, Deer Island’s communities want to begin planning for its replacement, because an outage would be incredibly impactful to the community and state.

A bridge outage would prevent Stonington’s lobster harvest from making it to market, which would have a ripple effect on the state’s economy. It could also trap educational and healthcare staff, either off the island or on the island, without housing. The 2024 winter storms caused a short-term bridge outage while it was partially submerged.

Cost estimates for its replacement range in the hundreds of millions of dollars, making it the most expensive infrastructure project in Maine’s history. In the meantime, municipal officials run practice emergency drills to determine how to handle scenarios that might require emergency services from off-island without the bridge.



### **Limited Access to Basic Services**

Critical access to basic social services, such as healthcare and education, is the foundation of a year-round community. There is a family medical clinic on the island, but no eldercare facilities. Stonington shares its high school (grades 9-12) and elementary school (grades K-8) with the community of Deer Isle.

#### **Education**

Although small, the Deer Island-Stonington School District works hard to provide a variety of services to both students and the community. The average high school graduating class is about 20 students. Some high school students opt to take their high school credentials through vocational training off the island, and these students are still counted as part of the school district’s numbers.

In tandem with local non-profit Project Launch and funded by a Maine Career Exploration grant from the State Department of Education, all high school seniors are matched with an internship relevant to their career interests. The interns generally participate in weekly site activities throughout the academic year. This provides an incredible opportunity for students to gain work experience and clarity about their

future career paths, and is one of the ways the Town has focused on helping its youth find work that allows them to stay on the island.

The internship program requires a number of unique partnerships and broad community support, and has been running for at least three years now. Other programs run by Project Launch help students identify and develop their career interests and build the skills required to meet their career goals. For programs like this, a small class size allows the school to offer highly customized learning opportunities.

The district's expenditures are in line with the state average (calculated per pupil). The school district has about 300 students enrolled in K-12 education (approximately 25 students per grade). However, if enrollments were to drop due to a lack of affordable housing for families on the island, it would be difficult to continue to keep the schools open.

Some families on the island send their students to schools on the Blue Hill Peninsula, but the commute is significant and not viable for all families. Educators continue to advocate for the importance of housing for both families and staff on the island to support a functioning school district.

## Healthcare

For at least five years prior to her retirement, the island's only dentist was looking for someone to take over her practice. She eventually retired without a replacement, and the practice closed. As a result, there is no dental care on the island. The former dentist remains an advocate for hiring a replacement for the aging physician who runs the medical practice on the island.

As the population ages, many cite the difficulty of attending medical appointments off the island as a consideration for leaving Deer Island.

Stonington previously had an eldercare facility, which allowed long-time residents to stay connected to the island's community. This facility closed in 2021, in part due to staffing issues.

As a result, seniors needing more care than can be provided at home have to move to the mainland, often not even on the Blue Hill Peninsula, making it hard to stay connected to the community. The lack of healthcare and in-home care for the aging community is a challenge.

One response to this has been the Healthy Peninsula organization. Healthy Peninsula has brought health navigators to the community center to support residents in accessing telehealth or connecting them to available resources.

Healthy Peninsula works across the Blue Hill Peninsula to "ensure good health at all stages of life," and their work includes social activities, a mobile food bank, and a Big Brothers Big Sisters initiative. Further, Healthy Peninsula uses a Collective Impact model that allows it to support smaller local initiatives for a bigger, faster impact where needed.

## Workforce Housing

Workforce housing was highlighted as a major issue in the 2018 Comprehensive Plan and remains a concern. Many of the larger employers on the island have been providing housing for their own workforce for some years in response to the island's housing scarcity. If they did not provide housing, they would not be able to hire the staff required to operate their businesses.

We heard discussion of sternmen and other crew members commuting to the island from as far away as Bangor, which is a 90-minute drive in good weather. According to a recent report, 20% of those who commute to the island are commuting at least 100 miles a day.

The island's housing problem was also highlighted in the 2023 report on economic resiliency developed by Camoin Associates. It has been the subject of multiple Select Board meetings and the focus of the Interlocal Housing Task Force in collaboration with the Town of Deer Isle.

An ordinance to monitor short-term rentals in the community was adopted in March 2023 to help mitigate the impacts of former year-round housing being converted to short-term rentals (STRs), which have strained the Town's ability to provide utilities and services. This has offered additional insight into how much housing has been converted to seasonal housing.

The concern is that this untenable housing situation will impact every other facet of life in Stonington, as both the economy and the fabric of the community depend on an active local population. There are several hurdles to overcome. New areas of the island may need to be opened up to housing development, housing needs to be redirected towards year-round residents and not expensive vacation homes, and the affordability of housing is always a concern.

The Interlocal Housing Task Force's report was published in December 2025 and noted that another 102 employees need housing, especially for low-income (~40% of the island population) and first-time home buyers. The recommendations of the task force include:

- **Developing manufactured, mobile, mini-, and RV home mixed-income neighborhoods.** This includes leveraging grant funds for low- and middle-income housing development projects and supporting the creative re-use of existing sites to keep costs low.

- **Converting seasonal rental properties to year-round housing and developing non-STR accessory dwelling units (ADUs).** There are a number of vacation homes on the island that could be used as full-time residences or have space to build an ADU. While this is not expected to be a large contribution to the housing gap, it may be a faster way to get housing on the market.
- **Developing more family-friendly starter homes.** This includes supporting developers focused on this type of project and working with local lenders or land trusts to create a shared-equity ownership model.
- **Utilizing municipal and regional tools and providing technical assistance.** The municipalities on the island may be able to recommend lots for development, leverage technical resources for large projects, and make zoning decisions focused on increasing housing availability. There are also considerations for creating a Community Housing Fund to reduce risks to landlords.
- **Offering housing and financial education to residents.** Rather than suggesting that locals are not financially savvy, this strategy focuses on ensuring individuals know about the incentives



and opportunities they can leverage when buying a home. This includes making sure the community has access to the Homebuyer Financial Literacy course, which can be a prerequisite for some types of mortgages, and bringing other courses for Landlords and local home builders to Adult Education on the island.

This multi-pronged strategy is intended to support private-sector housing development efforts. It also represents another example of using strategic partnerships to support the long-term vision of the community.



## Community Governance, Networks, Partnerships, and Fiscal Capacity

Throughout the research period, many people reflected on the features of Stonington that make resiliency efforts more effective. Several mentioned the importance of having a long-term vision and the tenacity to work on multi-year, long-term projects. Others mentioned the value of leadership and their willingness to pursue ambitious grants and develop funding approaches that minimize the impact on local taxpayers.

These projects are never individual efforts; key leaders actively cultivate collaboration and partnerships. This active partnership was a common thread through all the efforts. A few examples are included below to illustrate this approach.

### Comprehensive Plan

Starting in 2017, Stonington worked with a seasonal resident to develop its first comprehensive plan, which included goals for maintaining the critical infrastructure around town, like the causeways and harbor.

In Maine, having a comprehensive plan on file with the state allows towns to qualify for specific grant funds. The plan also enabled Stonington to be an early participant in the Community Resilience Partnership and associated grants, which have, in turn, been

leveraged to plan and fund infrastructure projects across town.

The comprehensive plan has also allowed Stonington to quickly respond to funding opportunities, such as the Maine Infrastructure Adaptation Fund, bringing in \$125,000 to raise Oceanville Road and reduce flood risks. Recognizing the value of that first comprehensive plan as both a vision for the future and a tool for supporting grant proposals, the Town expects to update it in the next few years.

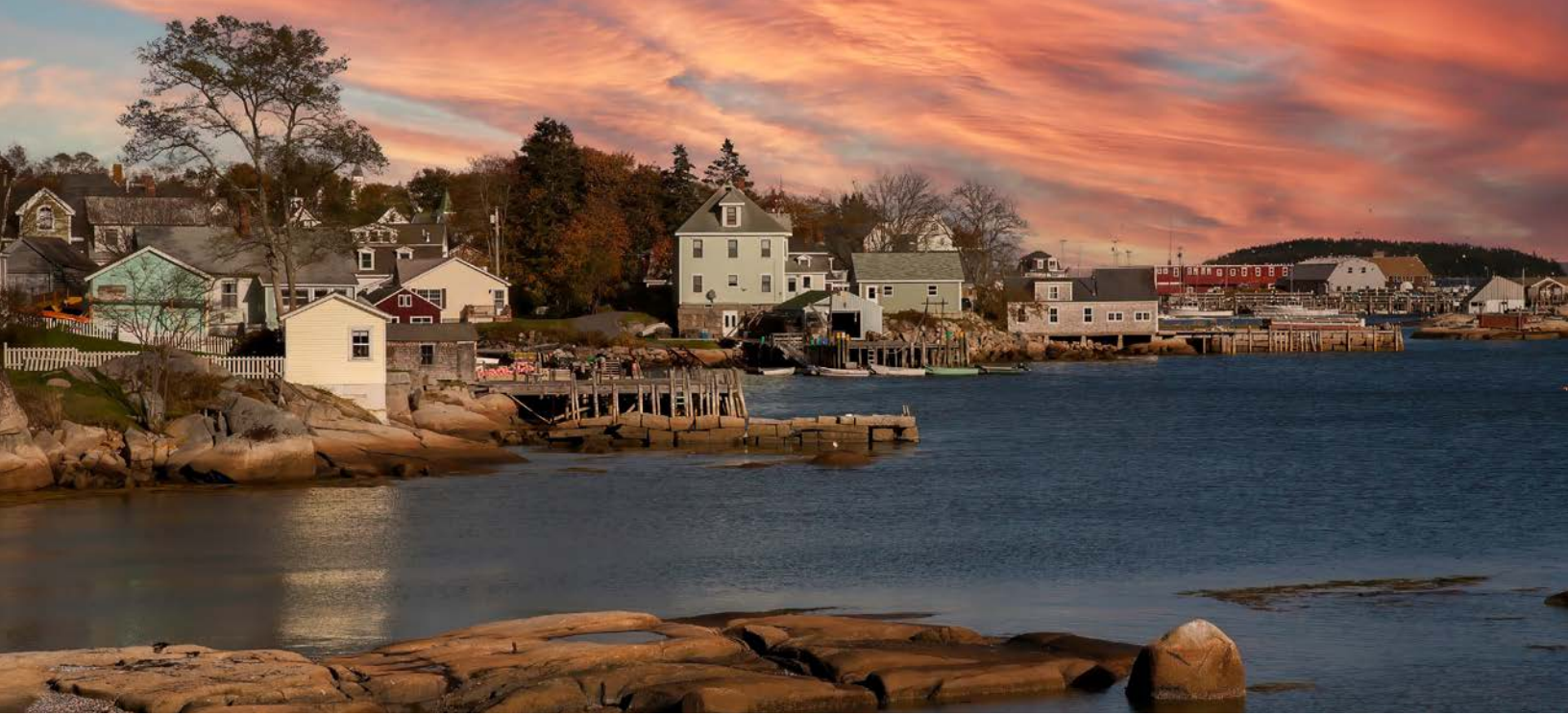
### Town Finances

Many people said that the Town having sound finances has made it easier for it to respond to both challenges and opportunities. While the history of Stonington's finances has not always been flush, in the last decade or so, there has been a focus on establishing reserve funds for critical projects.

Working with leaders across the Select Board, the Town has developed a list of priority projects that it has been systematically working to complete. The Town's reserve funds are normally used as matching funds for grants to better leverage its resources. Establishing a creative funding stack is one of Stonington's strengths, helping reduce the impact on taxpayers.

Several praised Town Manager Kathleen Billings for keeping an eye on interest rates so that Stonington could move its cash to where it would earn the most interest. The Town also leases some of its trucks and heavy equipment to reduce ongoing maintenance costs. Because of the town's remoteness, maintenance issues can create long-term service gaps while the Town waits for replacement parts or for scheduled repairs to begin.

Stonington has received several large grant awards in recent years. While this opens up enormous opportunities to undertake big projects, one limiting factor is the need for a financial manager or grant administrator to handle the administrative tasks required by funders. In a small town, finding and hiring folks with this particular skill set can be a challenge.



Relying on partnerships is one way Stonington has limited its reliance on this work, but dedicating resources to it could allow the Town to continue earning these large-scale awards.

## Partnerships

Stonington has participated in multiple partnerships to bring resources and funding into the region and the community, including:

- Stonington was both an early adopter and repeat applicant to the **Maine Community Resiliency Partnership**. Deer Isle/Stonington was awarded an Energy Transitions Initiative Partnership Project (ETIPP) through the Island Institute, allowing them to model microgrids and an energy-efficient future for the town.
- Stonington participates in the **Blue Hill Tomorrow** organization that supports regional resiliency planning efforts, like a Wildfire Protection Plan.
- Stonington worked with the Maine Connectivity Authority to bring **high-speed fiber internet** to the island. This partnership also resulted in a grant for their Connectivity Hub. The \$1.7 million allowed them to open a space at the community center to support telehealth appointments and digital literacy training.

These partnerships have enabled Stonington to secure a disproportionate amount of funding to support the community. But perhaps equally important, they have increased access to expertise and shared resources through critical partnerships.

Those relationships show a continued positive impact on areas like the expansion of programs hosted by the Island Institute.

## Community Engagement

When asked to define community resiliency, many people spoke of the importance of having broad engagement or connections. This was described as community engagement, a shared vision, or the ability to communicate effectively with one another. In practice, this means many people were aware of the infrastructure work the Town leadership was prioritizing.

More broadly, it means the community was willing to discuss and weigh in on these issues. During our study period, Stonington hosted a Talk of the Town event about resilience. More than 60 people came to the Town Hall on a Monday night to participate in a moderated discussion about a resilient future for the island.

Those in attendance represented a variety of sectors and interests, including education, healthcare, fisheries, tourism, and non-governmental organizations, and the tone was thoughtful and determined. Stonington is a

community that routinely comes together for respectful dialogue, which makes it much easier for them to work through difficult problems.

As a small town with an active village center, there are several factors that keep the year-round community engaged in dialogue and focused on their shared priorities.

It has proven harder to incorporate the viewpoints (and resources and expertise) of the seasonal residents. This is in part due to time constraints, but there is also a cultural divide that has proven hard to consistently overcome.

While seasonal residents are committed to the well-being and thriving of Stonington, they are often not well-versed in the year-round work that occurs at all levels of the community. Without an understanding of the sophisticated solutions and partnerships that are already in place in Stonington, it can be challenging for seasonal residents to engage.



## Analysis of Resiliency and Economic Resiliency

Stonington seems to understand that its community and economy are intricately intertwined. The harbor is an important asset for the town and the state, so conversations about protecting the working waterfront are top of mind. This means environmental protection for the waters, zoning protections to prevent the waterfront from becoming private vacation homes, and support for the industry to continue safely harvesting lobster from this port.

The fleet operating out of the harbor, both large employers and small single-family boats, shapes the economy onshore. This history of a working waterfront is one of the appeals for seasonal residents and tourists. While tourism accounts for only a fraction of the income lobstering brings to the island, it offers economic diversification that benefits other sectors of the local economy, such as restaurants and hotels.

There are concerns on the island about becoming too much of a seasonal economy, and so finding ways to balance those two sectors to the benefit of the community is a long-term balancing act.

Being on an island gives these conversations an existential overtone. If there aren't jobs or homes in Stonington, the Town of Deer Isle doesn't have much capacity to absorb those people. If people leave the island in search of opportunities on the mainland, it can be difficult to return.

The distance between Stonington and Blue Hill is 30+ minutes, and to Bangor is 90+ minutes. If families or businesses leave the island, it undermines the rest of the community's ability to stay, as services become more limited. This has been a concern with the lack of a dentist and the loss of the eldercare facility on the island.

Stonington can look to other coastal communities that have thrived or transformed as tourism becomes their primary economic driver and take lessons from them. However, many residents reflected that they don't want to be the next Bar Harbor, and they don't want to be a community that rolls up the sidewalks in the winter. A definition of resiliency that includes sharing island life with future generations is top of mind for many when discussing how the community's economy is changing.

# ECONOMIC RESILIENCY PREPAREDNESS IN STONINGTON

The preceding sections describe various examples of the challenges and opportunities where Stonington has demonstrated or practiced resiliency. The following sections will highlight a few key themes across those sectors that we believe are critical to their success—namely, Town leadership and leveraging partnerships.

## LEADERSHIP

Despite being a small town, the economic resiliency and community development work in Stonington is well known around the state. The Town Manager and Economic and Community Development Officer are well known for stepping into roles that allow them to influence statewide programs. They are vocal advocates for their town and other small towns like Stonington.

Along with other local leaders, they are quick to participate in grant programs that require innovation and can pull in community participation as needed. This includes Stonington's [Talk of the Towns series](#), supported by Island Institute funding, and other programs held at the community center. Having strong leaders in these key roles facilitates clear and direct action when needed and maintains long-term strategies on complex issues.

## LEVERAGING PARTNERSHIPS

Another key insight from Stonington is how the Town leverages partnerships and identifies shared opportunities. The technical and staff limitations of a small town need to be overcome by bringing in outside resources.

Many of Stonington's successes were made possible by valuable partnerships with other communities and non-profits, such as the Interlocal Housing Task Force with Deer Isle, the Island Institute, the State's Community Resilience Partnership, and others.

The Connectivity Hub is another example of a partnership that is opening the door to future collaborations. Having a health navigator and internet access in a publicly accessible space is a win for the town. It provides a location where additional social services may be provided using other grant funds.

Stonington has been able to attract more resources by becoming a leader in many aspects of community resiliency. These collaborations and partnerships enable Stonington to operate beyond the expected capacity for a community of its size and for its partners to expand their impact and scope.



# COMMUNITY FEEDBACK

## WHAT MORE WOULD THEY LIKE TO SEE DONE?



### Provide Broader Strategic Solutions

Many in town reflected on the challenge of being resilient in the face of forces beyond their control. The impacts of tariffs or the statewide housing crisis are not unique to Stonington, but they result in issues that must be addressed locally.

State and federal partners have provided funding and guidance in the past, but a broader strategic solution is needed to adequately address the scale of these issues.



### Address Housing Gap

Housing remains a critical piece to unlock other mechanisms of economic resiliency. Specifically, starter homes for families and workforce housing. Many people noted that it can be difficult to attract talent or staff to jobs on the island when housing is unavailable. For many, this felt like the biggest barrier in developing a year-round economy.

Not having a way for young families to settle in Stonington or for people to start their careers creates challenges for schools, community groups, and businesses seeking to expand.

Housing has also been the focus of an interlocal effort across the island, and a task force has recommended creative solutions to ease this pressure, including developing a new mobile home park, identifying lots suitable for adding additional dwelling units (ADUs), and seeking opportunities to rehabilitate vacant properties.

These efforts aim to be creative and thorough but are likely to encounter NIMBYism and funding challenges, as has been seen in other communities.



### Reopen Closed Fisheries

The future of the fisheries is also a concern. Some state experts have predicted a long-term decline in lobstering, and there are more immediate concerns over right whale protections that will require lobstermen to make expensive investments to stay in the fisheries.

While there is talk of diversifying local fisheries to include more aquaculture, the fishing community ultimately would like to see previously closed fisheries, such as cod or salmon, reopened.



# SUMMARY & LESSONS LEARNED

Stonington has done many things well so far, including pivoting to the most important concern of the day as needed. Some of the lessons learned include:

## 1 | LONG-TERM SOLUTIONS ARE NEEDED FOR STONINGTON'S WATER SCARCITY PROBLEM

One of the long-standing issues the Town has been considering for a while is providing reliable drinking water. The short-term solution has been to truck in drinking water to the community during the dry summer months, when demand is high, and the water table is low.

This year's drought conditions in Maine have exacerbated this water scarcity problem. While the Town is investigating drilling more wells,

creating additional water storage, and replacing the leaky water pipes around town, this issue is certainly rising in priority.

In addition to finding funding for the solution(s) the Town selects, it may also be worth considering the island's total carrying capacity. This can be calculated using standard methods and may be a helpful anchor point for policies that shape future development and tourism.

## 2 | PROACTIVELY INVOLVE AND ENGAGE YOUNGER GENERATIONS IN LOCAL GOVERNANCE

Another issue that was mentioned multiple times is that many of the Town's leaders are older. While this population has more time to volunteer for this type of work, actively including younger demographics can help ensure continuity of leadership throughout the lifespan of some of these long-term projects.

Ways to encourage more participation from younger residents in Town government include scheduling meetings for evenings and weekends when those with full-time jobs are

more likely to attend, offering free childcare during meetings, or welcoming children into meeting rooms.

Asking the next generation of leaders what would help them more easily step into these roles, whether it is mentorship or accommodation, and then making it happen, is also helpful. Developing the next generation of leaders will help reduce workloads and bring new enthusiasm and ideas to the table.



### 3 | AN INFORMED AND HIGHLY CONNECTED COMMUNITY IS VITAL TO BUILDING RESILIENCY

Stonington leaders and residents are well-versed in resilience. They talk about resilience a lot. This ranges from disaster preparedness to visioning for the future. The important observation for other communities is to keep resiliency top of mind and to treat it as a shared responsibility across the lay community.

Having a highly connected community and the ability to quickly identify and direct the right resources to meet the moment are ways towns and cities can overcome vulnerabilities. When

asked what the biggest threats are to their community, many people in Stonington would rattle off the same list of risks to the fishery, the working waterfront, and the water supply. This means that they are well informed and engaged.

It also facilitates a cross-disciplinary approach, as a diverse set of citizens are willing to step in to problem-solve and take action as new challenges arise.

### 4 | CREATE AND SUSTAIN A NIMBLE AND WELL-PREPARED LOCAL GOVERNMENT

Stonington's leaders work from a list of established priorities and can pivot as needed. The Town has some long-term goals and challenges that it has been working on for years.

Grant applications are written for funding planning and strategies, and those plans are then used to pursue larger grants. If the

State presents new funding opportunities, Stonington's leaders are ready with a list of priority projects and initiatives.

This level of administrative preparedness has taken years of discipline, but the tenacity is paying off with projects like the raising of Oceanville Road.

# RECOMMENDED NEXT STEPS

Despite being what many called “the poster child for resiliency,” Stonington still has many challenges ahead. There are several very specific infrastructure challenges that will require federal funding to address effectively:

- The aging bridge to the island is the only land route for getting lobsters off the island and to market, as well as people and services.
- The summer drought in 2025 resulted in drinking water being trucked in from the mainland again.
- Ongoing issues with sea rise and storm surges will continue to threaten the harbor and downtown spaces.
- Broader issues of economic decline and housing, the opioid crisis, and an aging population play out here as in other small towns.

Multiple people said that stronger connections and partnerships are necessary to effectively address these challenges.

Some examples of those additional partnerships include task forces that provide

detailed guidance to local nonprofit-led initiatives, public-private partnerships that stretch dollars and expertise, and alliances across institutions to garner funding and achieve results.

There are examples of this already happening across the island and the Blue Hill Peninsula, which is what helped build community support for this approach.

Each organization and community needs to continue to be invited into future conversations to develop and sustain these important partnerships.

However, a common thread across many of these issues is securing funding for large-scale projects. Although the sample was very limited, the survey results suggested that many people had their eyes on grants for these types of projects.

Other funding mechanisms could be considered if they don't bankrupt this small community. Ultimately, these are expensive challenges to address, and mechanisms that can reduce the price tag will help the community address them.





## WHAT WOULD YOU RECOMMEND TO SOMEONE ELSE DOING A CASE STUDY?

Snowball sampling for interviewing has been very important in this small community. Starting with the obvious contacts at the Town Office and then following their recommendations on the challenges and who is engaging with them helped us cast a wide net fairly quickly.

Having the support of the Town Manager and Community and Economic Development Director helped open doors for contacts and connections, and we worked to honor that trust and confidence by listening first and offering to share our results and feedback. Collaboration on a community-based project is important not just for our work but also to ensure the community's efforts yield benefits for the community.

The academic literature review we conducted at the start of this project was very helpful in framing our research goals and boundaries. Unsurprisingly, however, no one in town used those terms as academics defined them. It was

critical to let the work be guided by the terms and definitions that were most meaningful to the community itself. Having a fair understanding of the scope and priorities of the Town was equally important, especially in terms of budget and funding sources, responsibilities and tax burdens, and obligations to and from the state.

In a place like Stonington, there are usually some key vignettes of shared experiences that will come up multiple times. In this case, it was the 2024 storms and the changing regulations and pricing around lobster. Hearing those events retold from multiple perspectives helps highlight how they impact different facets of the community, so it is helpful to encourage retellings from each stakeholder.

Spending time in and with the community was a helpful way to bring color and clarity to the stories stakeholders told and to focus the vision and efforts of the community resiliency work.

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# APPENDIX B: SURVEY AND STAKEHOLDER INTERVIEWS

## SURVEY

The survey included a mix of qualitative and quantitative questions and were primarily meant to guide community leaders in future discussions (rather than to produce statistically meaningful results). The survey was initially shared with the key contacts from the interviews, and those people were encouraged to pass it along to others who might have different perspectives to capture.

**Table 1: Survey Questions**

Question	Possible Answers
What is your position(s) within the Town of Stonington? Select all that apply.	<ul style="list-style-type: none"> <li>• Municipal Employee</li> <li>• Official Committee member</li> <li>• Resident</li> <li>• Business Owner</li> <li>• Other:</li> </ul>
In general, what concerns do you have about the resiliency of Stonington, ME? (Select all that apply)	<ul style="list-style-type: none"> <li>• Economic (loss of major employer or impacts to business and industry)</li> <li>• Climate or Environmental changes (flooding events, drought)</li> <li>• Weather events (storms, heat waves)</li> <li>• General Infrastructure (power outages, lack of roads)</li> <li>• Affordable housing</li> <li>• Socio-political events (mass protests, terrorism)</li> <li>• Public Safety/ Crime</li> <li>• Fiscal (tax base, community budget, and finance)</li> <li>• Healthcare and Social Services</li> <li>• Cybersecurity</li> <li>• Emergency Management and Response</li> </ul>
With those definitions in mind, has your community done resiliency planning in the last 5 years? This could include other planning components like a comprehensive plan, economic development plan, climate/energy, or emergency communication strategy planning.	<ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> <li>• Don't Know</li> </ul>
What prompted your community to begin resiliency-based planning?	

Table 1 con't

Question	Possible Answers
Did your community use an existing framework for resiliency planning? Examples of frameworks include BRIC, COPEWELL, CART, and others.	<ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> <li>• Not sure</li> <li>• Other</li> </ul>
Did you leverage external experts for your resiliency work? Select all that apply.	<ul style="list-style-type: none"> <li>• External consultants with experience in managing general planning work</li> <li>• External consultants with experience in resiliency planning</li> <li>• State agency resources, like Maine Emergency Management Agency (MEMA)</li> <li>• Federal agency resources, including Federal Emergency Management Agency (FEMA), Dept of Commerce, and Environmental Protection Agency (EPA)</li> <li>• Non-profit organizations</li> <li>• Academic, university, or college</li> <li>• Other:</li> </ul>
Which of those external experts were most helpful in developing a resiliency plan? Please explain. Feel Free to indicate more than one.	
Which of the following elements are considered in one or more of your resilience-related plans? Select all that apply.	<ul style="list-style-type: none"> <li>• Plans for Economic Resiliency</li> <li>• Plans for Climate Resiliency</li> <li>• Plans for Social Resiliency</li> <li>• Plans for Infrastructure Resiliency</li> <li>• Public Safety</li> <li>• Health and Social Services</li> <li>• Emergency Response Plans</li> <li>• Personnel or Volunteer Training Guidelines</li> <li>• Communication Strategy for Hazard Events</li> <li>• Guidance for updating the Resiliency Plan</li> <li>• Not sure / N/A</li> <li>• Other:</li> </ul>
What parts of your plan(s) have been most challenging to implement? This may be due to lack of resources, expertise, willingness etc. Please rank based on difficulty with implementation.	<ul style="list-style-type: none"> <li>• Plans for Economic Resiliency</li> <li>• Plans for Climate Resiliency</li> <li>• Plans for Social Resiliency</li> <li>• Plans for Infrastructure Resiliency</li> <li>• Public Safety</li> <li>• Health and Social Services</li> <li>• Emergency Response Plans</li> <li>• Personnel or Volunteer Training Guidelines</li> <li>• Communication Strategy for Hazard Events</li> <li>• Guidance for updating the Resiliency Plan</li> <li>• Not sure / N/A</li> </ul>

**Table 1 con't**

Question	Possible Answers
To your best knowledge, who is using the resiliency plan? Select all that apply.	<ul style="list-style-type: none"> <li>• Municipal Leaders</li> <li>• Elected Officials</li> <li>• Businesses</li> <li>• Non-profit and religious organizations</li> <li>• Schools and childcare facilities</li> <li>• Healthcare providers</li> <li>• Emergency Services</li> <li>• Not sure/ N/A</li> <li>• Other:</li> </ul>
What resources have you been able to secure to support resiliency planning?	
What additional resources would be helpful in achieving your resiliency plans?	
Using a scale of "not at all useful" to "very useful," please rate the following based on Stonington's general work with resiliency planning.	<ul style="list-style-type: none"> <li>• The community's perception of the resiliency planning in Stonington.</li> <li>• Your perception of resiliency planning in Stonington</li> </ul>
What form does your resilience planning take? Is it reviewed by existing committees, created new task forces, hiring of dedicated municipal staff, public-private partnership, etc.? Please explain.	
Has your community used any parts of the resiliency planning to respond to an event? If yes, please describe the event and how the plan was used.	
Have past events in your community prompted you to make changes to your resiliency planning? Please describe the event and what changes were made.	
What skills does the community need for resilience? What might your community benefit from having training in?	
Is there anything else you would like to share about the process of building or using your resiliency planning?	

## Survey Results

The survey received 10 submissions, which was too few to conduct a meaningful statistical analysis. A longer survey window and more active recruitment might help increase the turnout in other communities.

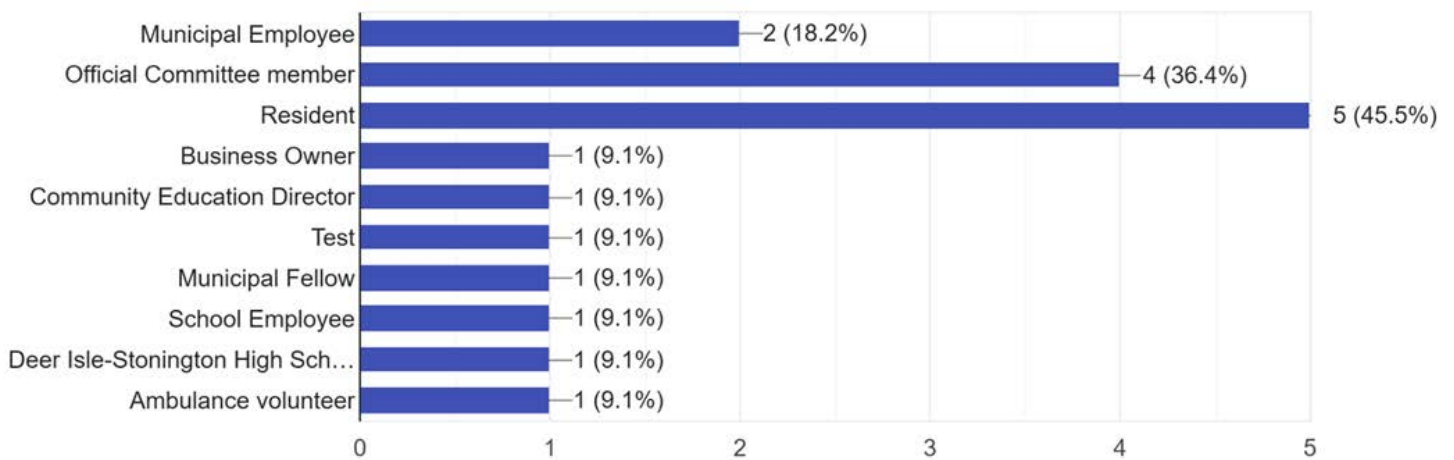
A critical assessment of which questions should be targeted at which audience might also help cut down the time required to respond. A qualitative review of the survey results showed alignment with the themes discussed in interviews and at the public meeting.

Survey results from the first question indicate the respondents had a variety of roles in town.

**Figure 2.**

What is your position(s) within the Town of Stonington? Select all that apply.

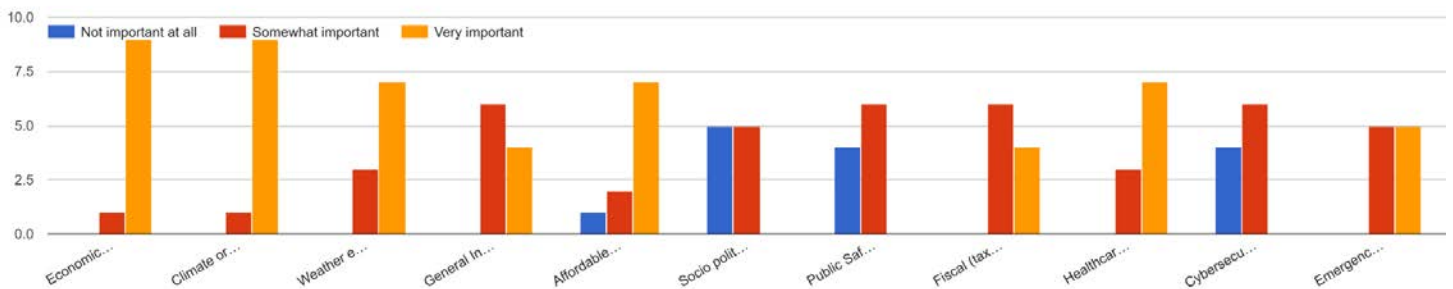
11 responses



Survey results from question about the top concerns for resiliency in Stonington. These results suggest the economy and climate were top concerns across the community, which was in alignment with the interviews.

**Figure 3.**

In general, what concerns do you have about the resiliency of Stonington, ME? (Select all that apply)



# PUBLIC ENGAGEMENT

In coordination with Stonington’s municipal leadership, we held one community engagement event (Figure 1) as part of an existing local series called Talk of the Town (partially supported by the Island Institute). A number of local leaders were explicitly invited to participate, and a broad public invitation was offered. More than 60 people attended, representing a variety of industries and demographics. During the event, researchers led the community through a series of discussion questions about their views on resiliency and the community’s general goals. Notes were taken throughout the event, which were analyzed and included in the analysis.

Figure 1. Image from Isle Storm blog about a community conversation on resiliency in Stonington



Source: Linda L. Nelson, Isle Storm Blog, 2025

# STAKEHOLDER INTERVIEW PROTOCOL

Snowball sampling was used to identify candidates for interviews. Primary contacts started at Town Hall and spread across a variety of organizations. Additional invitations were extended to local business leaders and other organizations in the area. Table 2 lists the people interviewed for the case study. Interviews were conducted in person or over Zoom. Transcripts were analyzed for key themes, which were included in the analysis.

Table 2. List of Interviewees and Their Organizations

Name	Role	Organization
Linda Nelson	Economic and Community Development Director	Town of Stonington
Kathleen Billings	Town Manager	Town of Stonington

Table 2 con't

Name	Role	Organization
Nick Battista	Chief Policy and External Affairs Officer	Island Institute
James Fisher	Town Manager	Town of Deer Isle
Nicole Grohoski	State Senator, District 7	State of Maine
Donna Brewer	Board of Selectmen	Town of Stonington
Alexa Dayton	Executive Director	Maine Center for Coastal Fisheries
Rachel Gratz	Principal	Deer Isle Stonington High School
Evelyn Duncan	Board of Selectmen	Town of Stonington
Stu Kestenbaum	Co-chair	Interlocal Housing Task Force

The following materials were sent to interview candidates, with slight modifications for each interview subject. The modifications were to direct specific questions to interviewees' organization and role. The protocol served as a conversational guide for interviews that lasted about one hour. Interviews were completed in person or virtually over Zoom. Where possible, the meetings were recorded and transcribed, and the transcripts or notes were used for systematic analysis.

## Interview Introductory Script

### Introduction of the Researcher and Study

Hello, and thank you for taking the time today to speak with us about Stonington's resiliency work. I am [researcher name], a graduate student at the Muskie School at the University of Southern Maine, and I'm joined by Jim Damicis from Camoin Associates, who is hosting me as an intern and supervising this research project. Camoin Associates is an economic development consulting company. Camoin has worked with Stonington over the last several years on various projects, including economic resilience planning.

Through this study, we are seeking to better understand economic resiliency in the face of disruptions and changes of different kinds (economic, environmental, and political). Our work will include developing tools to help Maine communities become better prepared for those challenges. We are studying Stonington to create a case study on small coastal community resilience here in Maine.

### Confirming Eligibility for Interview Participation

We are seeking input from you and other community leaders in Stonington to get your perspective on community resiliency and what works in this community. Across the nation, region, and even right here in Stonington the issue of resilience is leading concern. This interview will be used to collect information about resiliency in Stonington, Maine to create a case study of your community that can be shared with others.

You have been identified as a candidate for this interview based on your role as a leader in housing in Stonington. Is that how you would describe your role? (If not, who else should we speak to?).

## **Voluntary Participation Statement**

Your participation in this interview is entirely voluntary. You may choose to refuse to answer any, or all, questions or withdraw from the interview at any time. Your responses and feedback will be confidential and will be reported in aggregate form in the final analysis. Data will be used to identify trends and insights on your resiliency planning efforts that will inform resiliency work in similar communities. Do you consent to participating in the interview?

## **Interview Description**

This interview will capture your views about economic resiliency in Stonington. The questions will gather information about your background, views on resiliency, assessment of the community's preparedness, actions currently in progress, and suggestions on how to improve community resilience. The interview will take place via your preferred option of in person, over the telephone, or video call and should take between 45-60 minutes. We are especially interested in examples and stories you can provide to illuminate our findings. However, keeping your answer succinct will allow us to capture as much information as possible. Do you have any questions about the process we can answer before we dive in?

## **Interview Questions**

### **A. Describe Your Role in the Municipality**

*We would like to learn a little bit about your role in Stonington.*

- A.1. What are your role(s) in Stonington, and how do those roles connect to the community?
- A.2. How long have you served in this/these role(s)?
- A.3. Who do you mostly work with or serve (for example: homeowners, community groups, stakeholders)?
- A.4. Do you have other roles in the municipality?
- A.5. What is your connection to Stonington? (Prompt: For example, live in the area, family connections, personal history?)

### **B. Understanding of Resilience Concepts**

*Resiliency is a broad term that can mean a lot of different things depending on context. Please share your perspective on what resiliency means here in Stonington.*

- B.1. What do you understand community resiliency to be? How does that look in Stonington?
- B.2. How does that connect to economic resiliency? Are these distinct or related? Can Stonington have one without the other?
- B.3. What are the core resiliency issues here in Stonington? (PROMPT: Climate, economy, business, public safety, housing, harbor, etc.)
- B.4. How do you see resiliency as an issue here? How about economic resiliency? (PROMPT: Community concerns or conflict, responses to events?)

## C. Views on Economic Resilience

*Now we would like to focus specifically on economic resiliency for the next few questions.*

C.1. When you think about “economic resiliency,” what comes to your mind for Stonington?

C.2. In your view, how ready is Stonington to deal with economic disruptions, like business closures or job losses?

C.3. What do you think contributes to resiliency in the community when facing difficult economic conditions or disruptions?

C.4. Have you seen any examples of resiliency —big or small—of people or groups in Stonington?

C.5. What are some of the primary barriers to building a more resilient economy in Stonington?

C.6. What support, resources, or changes to policies/programs would make the biggest difference to resiliency efforts in Stonington?

C.7. Are there local industries or sectors that you see as strong or are at risk? Why?

## D. Resiliency Planning and Preparedness

*It would be helpful for us to understand what types of work is being done in town to support your resiliency, and what challenges you still have.*

D.1. What is being done in Stonington to support resiliency? (PROMPT: is resiliency in the comprehensive plan, a specific resiliency and/or sustainability plan, a special committee, seeking grants and external support, etc. )

D.2. Are there any local efforts or programs in place that help prepare for economic disruptions?

D.3. Do you feel Stonington and your team/committee specifically are appropriately planning and preparing? (PROMPT: For Example, is this a broad enough scope? Is the response happening quickly enough for the community and its needs?)

D.4. What are your thoughts on the economic resiliency of the town of Stonington? (Prompts: Can people afford to live here year round? Can people get jobs here?)

D.5. What more would you like to see being done across Stonington?

D.6. When you think five or ten years down the road, what would a resilient Stonington look like to you?

D.7. What are one or two changes you think would really help Stonington become more resilient?

D.8. What resources and support could you most use in your roles? (Prompts: Funding, experience, etc. Also: Federal, State, Local, Nonprofit)

D.9. Who do you/would you look to for external resources such as Funding, experience/expertise, partnerships)? (Prompt: Examples might be The Island Institute, UMaine, Community Resilience Partnerships with the Governor’s office, etc.)

D.10. Are there other communities doing this well, any examples you think Stonington could learn from?

## Closing Comments

Thank you again for sharing your expertise and insights with us. We will be completing other interviews across Stonington to compile a case study of resiliency to share with you and other communities in the region. If you have any questions after the interview, please feel free to reach me by email. I can be reached at [sandlin.preecs@maine.edu](mailto:sandlin.preecs@maine.edu).