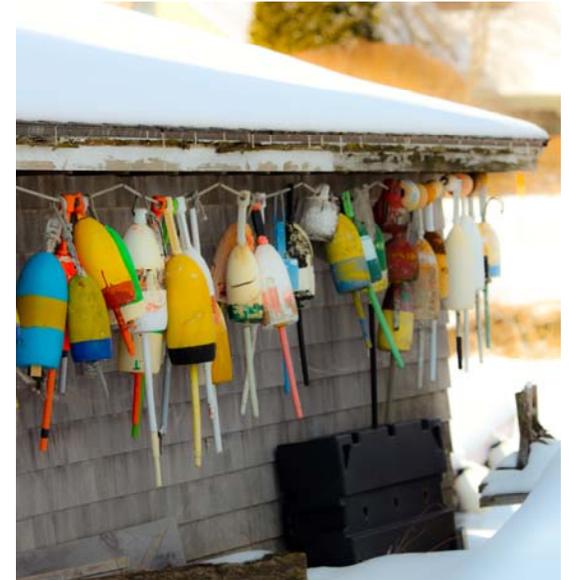


VOLUME I: THE COMPREHENSIVE PLAN



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March 2017

ACKNOWLEDGEMENTS

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Friends of the CPUC

Kittery residents who supported the planning effort with varying degrees of time commitment.

....and the concerned residents, business owners, Town officials and staff who devoted their time, energy and imagination to the making of this plan.

“If there is anything lovelier than the scenery of this gentle river I do not know it; and I doubt if the sky is purer and bluer in paradise.”

-William Dean Howells, 1902

“Everywhere I went along the coast, and up Chauncey Creek, and through Brave Boat Harbor on a kayak was just a thrill. It was relatively undeveloped, clean, neat, old, rugged, rustic, authentic, natural, healthy, and a joy to behold. Places like this don’t happen by accident (the people here are doing things right and deserve a lot of credit and encouragement).”

-Mark Alesse, 2014

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Additionally, two separate volumes were prepared to as **appendices** to this document, and reference has been made to them in Volume I:

VOLUME II: INVENTORY OF EXISTING CONDITIONS
VOLUME III: SUMMARY OF PUBLIC INPUT

Both volumes may be viewed on the Town of Kittery website.

PREAMBLE

The Comprehensive Plan 2025 initiative which has taken place during the past 16 months has been an exciting, exhaustive and fascinating process that has gathered a great deal of information and opinion from many, many residents of Kittery, the Town Council, Town Managers, Town Departments and Employees, and Volunteer Boards and Commissions.

The Kittery Comprehensive Plan Committee would like to express our most sincere thanks for the participation and support of our citizens and to note with appreciation that none of this current effort would have been possible without the support (financial and otherwise) of the Town Council, the excellent guidance and input from our most recent past Manager Nancy Colbert Puff, our interim Manager Carol Granfield, and our current Manager Kendra Amaral, the tireless work of our Town Planner Chris DiMatteo, the dedication and excellent spirit and work ethic of the Committee members, and last but not least, the mighty and sustained efforts of Daphne Politis and Martha Lyon and the entire Community Circle Group, our consultant team for this project. We thank you for your professionalism, persistence, patience, adaptability, sense of humor (very important!), and for getting us to this stage of completion.

The Kittery Comprehensive Plan 2025 is intended to be a guidebook for the Town's direction in the next decade and beyond and a blueprint for updating our land use and development ordinance. It contains many views and opinions, and inherent in public gathering of opinion, it contains contradictions and inconsistencies. Nonetheless it has been and is our commitment to provide an effective distillation of all of the information gathered, in a readable, accessible and useful format, and one that will be an important and helpful guide to many Town decisions for the near future.

Kittery is a "small" town with many and varied aspects and facets, giving it the feel of a larger and more diverse place: it is the site of a great deal

of early history of our nation and region; it is a primary entrance ("gateway") to the State of Maine, bisected by the Maine Turnpike; it is a border town, with the prospering and attractive small city of Portsmouth just across the bridge(s); it is the home of a major shipyard in which complex technological and industrial processes are ongoing in the maintenance of nuclear submarines, for which there are major employment, traffic and economic impacts on Kittery and the region; it is the site of a very successful outlet mall zone, which benefits from tourist as well as local use throughout the year; it is home to a vibrant literary, performing and fine arts community; in addition Kittery hosts many small industries and home occupations, and is the home of many who commute to other locations for work. Kittery has both commercial fishing/lobstering and recreational waterfront activities, a vibrant local "food culture", and we are very fortunate to have a variety of scenic and recreational assets, including parks, beaches and waterfront areas, and other conserved land areas which are enjoyed by our residents and many visitors from the region and beyond.

Stated in one sentence, our mission is to preserve and enhance what we like and love about Kittery and to plan accordingly for the future, to allow appropriate residential, cultural, recreational, employment and business growth while preserving our natural environment and historical assets.

The Plan brings together many, sometimes disparate, ideas, and going forward, priorities will need to be established or confirmed from those many ideas. Please read, reflect, criticize, and most importantly, use this Comprehensive Plan, as it is a snapshot of where we are at this moment in time and sincere expression of the gathered ideas and concerns of Kittery citizens for the future direction of the town.

- Russell White, Chair, Kittery Comprehensive Plan Committee

PREAMBLE

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Kittery is a special place. Its residents agree and very much enjoy living here. Visitors know one Kittery – the discount retail outlets and the beautiful seaside public parks. The Town has many more features known to residents who jealously guard some of these secret spots. Some residents fear that limited capacity to accommodate large numbers of people may result in the destruction of sensitive environmental quality and detract from their ability to enjoy them.

Kittery is a community of contrasts. On the one hand, it is a quiet, waterfront residential community. It has beautiful natural and historic features and both a working waterfront as well as a scenic seaside drive. It is also a major employment center (both the Portsmouth Naval Shipyard and the Outlet Mall area provide a large number of jobs). The goal of this plan is to find a way to balance these and other competing interests to maximize the quality of life in Kittery.

EXECUTIVE SUMMARY: CONTENTS

Purpose: What is A Comprehensive Plan
Why Plan?

Process

Kittery Voices: Public Process

Inventory and Assessment of Existing Conditions

Vision, Goals and Objectives

A Vision for Kittery's Future

Goals and Objectives

Recommendations

Three Best Practice Planning Principles

Highlights of Plan Recommendations

Top 25 Key Recommendations

Top 24 Ripe Apples (“low hanging fruit☺”)

Future Land Use Map

Implementation: Next Steps

EXECUTIVE SUMMARY

PURPOSE: WHAT IS A COMPREHENSIVE PLAN?

A Comprehensive Plan is a roadmap to help guide decision-making about the future of a municipality. It is:

- A basis for decision-making for future development
- A process leading to a plan of action based on a town's shared values and goals
- A set of priorities for addressing the full range of issues facing a town

How to use a Comprehensive Plan

- Guidance for future decision-making
- Menu of good ideas (from the public and best practice) are recorded as a suggested starting place for moving forward
- Understanding that not all actions are possible
- Choices will have to be made and vetted
- Priorities will have to be continually re-evaluated

A Comprehensive Plan is an important opportunity to think about:

How can we make Kittery an even better place to live, work and play?



*Logo developed for Comprehensive Plan,
developed by local Kittery artist, Holly
Elkins*

EXECUTIVE SUMMARY

WHY PLAN?

Updating a municipality’s Comprehensive Plan in addition to making the Town eligible for State and other grants and sending a message to prospective investors regarding what the Town would like to see in terms of development, it is an opportunity to:

- Take stock, review objectives, direction and priorities
- Examine resource allocation: existing and optimal
- Need to update (last Comprehensive Plan was updated in 1999)
- Be proactive and affect future decision making
- Support eligibility for grant programs and public funds

State of Maine Planning Office identifies 3 reasons to create a Comprehensive Plan consistent with Maine’s Growth Management Act

- Legal protection for the Town’s ordinances
- To qualify for state grant and loan programs
- Support for good planning and land use management (“good planning makes good communities”)
 - Sustain rural living and vibrant village centers
 - Preserve healthy landscape and walkable communities
 - Balance economic prosperity with quality of life
 - Protect working waterfronts and community farms
 - Develop discussion among neighbors
 - Develop a basis for sound decisions in town management

PROCESS

The process is comprised of a number of steps and includes the following:

A Public Process that solicits public input in articulating a vision and set of goals to form the foundation of the Plan as well as feedback on the strategies with which to achieve and implement these.

- What do we have?
- What do we want?
- What is most important?
- How do we get there?

Inventory and Assessment of Existing Conditions to understand key issues, opportunities and challenges and how they potentially impact the future.

Implementation Plan of Policy Directives and Action Steps that identifies lead responsible parties and potential partners for implementation as well as existing resources and priority items.

The Comprehensive Plan is organized in three volumes:

Volume I is the Plan, Volumes II and III are appendices, to be used as reference documents.

VOLUME 1: THE COMPREHENSIVE PLAN

VOLUME II: Inventory and Assessment of Existing Conditions

VOLUME III: Documentation of Public Input

THE PLAN IS A COLLECTION OF GOOD IDEAS

- Can be overwhelming to navigate at first
- Is intended to be a resource and starting point for further discussion, exploration, and vetting
- Sets a direction, a roadmap that will need to be continually updated

EXECUTIVE SUMMARY

What does a Comprehensive Plan look at?

- Identifies features to preserve
- Identifies what needs to change
- Identifies resident concerns
- Identifies needed improvements
- Ensures that Kittery’s desirable features are preserved and challenges are addressed

KITTERY VOICES: PUBLIC PROCESS

Kittery’s residents, business owners and town officials were invited to participate in a variety of forums including town-wide public workshops and on-line forum, a survey, and interviews with a range of individuals. Their input was used to develop the vision and goals. This then formed the basis for the Comprehensive Plan.

PUBLIC FORUMS

- 3 town-wide public forums
- 1 on-line survey
- continuous on-line conversation
- website
- teen visioning session
- 10 Steering Committee meetings
- 4 Joint Workshops: Planning Board/Steering Committee
- Meetings with Town Department Heads
- 32 leadership interviews

THREE UNDERLYING THEMES

The following three themes were identified as underlying much of the community conversation:

- Preserve the town’s character
- Increase and improve connections
- Promote a multi-generational Kittery

Preserve the town’s character

One of the main underlying themes of the community conversation was that of a desire to “protect and maintain what we have rather than spend resources on acquiring more.”

- Preserve open space and other natural features, working waterfront, and historic buildings - while guiding additional development to desirable locations.
- Ensure that the diversity of people in terms of socio-economics can continue to live in Kittery (affordable housing and jobs)
- Support the diversity of land uses that make up the Town (“wild”

Responses from March 12, 2016

Visioning Forum Favorite Things

- Cultural and historical assets
- Foreside
- Recreational access to natural assets
- Coastline

Also:

- Public parks
- Rural character
- Demographic diversity
- Sense of community

Least Favorite Things

- Dysfunctional town government
- Not pedestrian-friendly
- Traffic

Also:

- Biking is difficult
- Lack of parking
- Town codes
- School system
- Lack of protection of historic and natural resources

EXECUTIVE SUMMARY

landscapes, Foreside, outlets, working waterfront, quiet residential neighborhoods, etc.)

Increase and improve connections

- Safer and more pleasant walking and biking physical connections
- Communication and access to information
- Provide more opportunities for social connections by providing opportunities for community gathering (through an enhanced Foreside, a 21st century library, expanded programming at the KCC, increased public space on the water, and improved walking and biking infrastructure)

Promote a multi-generational Kittery

- Wholesome activities for youth (including improved and increased recreational opportunities, safe ways of getting around town and more youth involvement in planning for the future)
- Support healthy aging in place (with affordable housing appropriately sized and located for seniors, as well as activities and transportation geared to this population)
- Provide opportunities for multi-generational activities

A summary of the public's comments is provided in the Introduction to this report. More detailed documentation of the public process is compiled in **Volume III: Summary of Public Input**.

Responses from March 12, 2016 Visioning Forum

If you could do one thing to improve Kittery... what would it be?

- Sidewalks and bike lanes
- Establish Town planning process
- Improve school system
- Increase sustainability
- Improve town government

Also:

- Provide affordable housing
- Resolve and complete library plan
- Support small businesses
- Parking plan
- Historic preservation
- Preserve open space
- More public spaces
- Increase recreational opportunities



EXECUTIVE SUMMARY

INVENTORY AND ASSESSEMENT OF EXISTING CONDITIONS

What Kittery HAS

An inventory of existing conditions was conducted for the following ten Topic Areas:

- History, Historic/Archaeological Resources
- Natural Resources, Water Resources, Agricultural & Forest Resources, Recreation and Open Space
- Population & Demographics
- Economy
- Housing
- Transportation & Circulation
- Public Services & Facilities
- Marine Resources
- Fiscal Capacity
- Land Use

The assessment and inventory are summarized in this report and more comprehensively documented in **Volume II of this Comprehensive Plan**.

HIGHLIGHTS OF THE INVENTORY OF EXISTING RESOURCES

- The population of Kittery has remained relatively stable, possibly slightly declining (*this trend is expected to continue*)

- Between 2000 and 2014, residents aged 55 to 64 increased by 65% (*this trend is expected to continue*).
- The Town's waterfront (approximately 34 miles of shoreline) plays an important role in the town's development, recreation and commercial activity
- 65% of housing is owner-occupied (*this is lower than in many surrounding towns*)
- Household size is shrinking and the number of residents over 65 is growing.
- 74% of the housing stock was built after 1940
- Kittery contains 28 acres of federal and state-owned recreation facilities
- There are 6 primary economic development areas (*they differ in types of activity and intensity*)
- Portsmouth Naval Shipyard provides a range of employment opportunities.
- The Outlet area may present a redevelopment opportunity in the future (*on-line shopping, competition from regional outlet malls*).
- The recently revitalized Foreside District is very much appreciated by residents

EXECUTIVE SUMMARY

- The underdeveloped land zoned as Business Park was recently sewered and has potential for development.
- There are reported parking shortages in various parts of Town.
- More commuters are using alternative modes of transportation (*The number of carpoolers, bicycle and walk trips has increased since 2000*), there is a need and an expressed desire to accommodate bicyclists and walkers with appropriate facilities.
- Some municipal services are provided regionally, perhaps there are additional opportunities to gain such efficiencies.
- Between 2010 and 2015, the local tax rate increased by 10 percent.
- Approximately 78% of Kittery's valuation is derived from residential properties, with only 22% coming from commercial and industrial.
- State aid to Kittery has been shrinking, increasing reliance on locally-generated taxes.
- Over 57% of land in Kittery is residential.
- 8% is commercial, industrial and institutional
- 21% is open space



The following Summary Sheets provide an overview of the inventory by Topic Area.

Kittery's Historic, Cultural & Archaeological Resources



CENTURIES-LONG HISTORY & MANY EXTANT HISTORIC RESOURCES

- Humans have inhabited the Kittery area for centuries, beginning with Native peoples, the Abenakis, who sought shellfish along the coast, and Europeans who came in the early 1600s, establishing the Town of Kittery in 1647 making it the oldest incorporated town in the State of Maine. Many of Kittery's natural features and circulation routes retain Abenaki or early European settlers' names.
- Three major activities have dominated Kittery's economy over its 300+-year history and shaped its landscape -- military fortifications, fishing, shipbuilding and tourism. Forts have stood in Kittery near the mouth of the Piscataqua River since the early 1700s, established first to protect from British invasion, and later domestic and foreign wars. Shipbuilding came to dominate the Kittery economy beginning in the mid-1600s, and continues today in the form of submarine repair and retrofitting at the Portsmouth Naval Shipyard, established in 1800. Beginning in the mid-1800s, Kittery became a tourist destination, with several large hotels built along the coast and one at Appledore Island in the Isles of Shoals. In the late-20th century Kittery became a regional shopping destination, with the addition of the Kittery Outlets along Route 1.
- Kittery retains many historic buildings and landscapes, some dating to the earliest European settlement. The town has listed three districts (First Congregational Church, Isles of Shoals and Portsmouth Naval Shipyard) on the National Register of Historic Places, as well as thirteen individual properties and one monument.
- One of the individually-listed properties -- the Lady Pepperrell House -- also has been designated a National Historic Landmark, one of 44 statewide and one of 5 in York County.
- Two local repositories contain a majority of artifacts documenting Kittery's history, the Kittery Historical and Naval Museum and the Portsmouth Naval Shipyard Museum. The former (a private organization) is open seasonally, and the latter (operated by the U. S. Government) is accessible by pre-arranged tour only. Additional historical materials (primarily documents) are held by the Town Clerk and in the Maine Room of the Rice Public Library.
- Much of Kittery's history lies within historic landscapes scattered throughout the town, including the two forts, Wood Island Life Saving Station, Celia Thaxter's Garden (Isles of Shoals), remains of train and trolley systems, and over 130 cemeteries and burying grounds.

SUPPORT FOR LOCAL ARTS AND CULTURAL ACTIVITIES

- Kittery is home to many working artists and several public and private organizations provide venues for showcasing artists' work.
- The Kittery Community Center, a facility owned and operated by the town, contains the 171-seat STAR Theatre as well as the Morgen Gallery, an exhibit space located in the heart of the center.
- The former Wentworth Dennett Elementary School, located on Government Street, has been successfully renovated to provide artists' studio spaces.

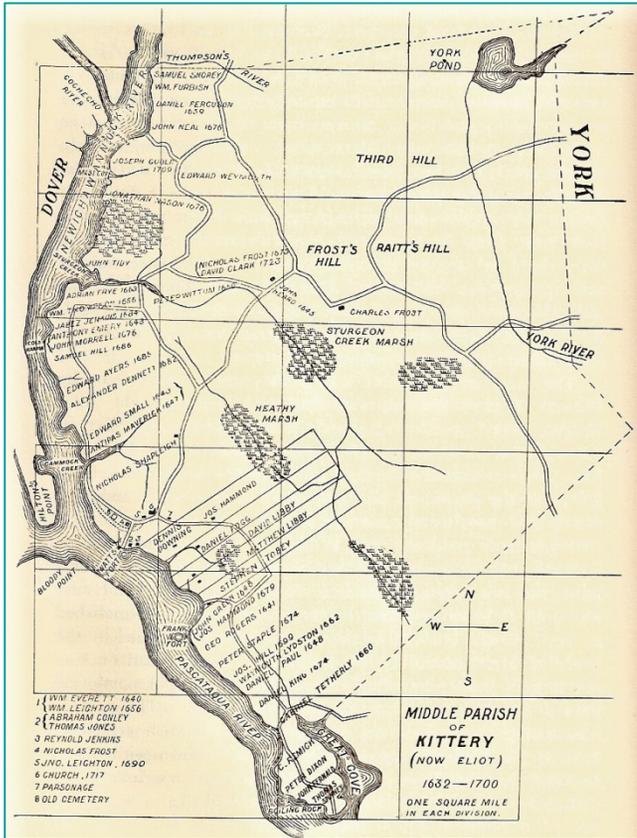


The Lady Pepperrell House, built in 1760, is a National Historic Landmark and one of the most treasured historic properties in the Town of Kittery.

WHAT DOES IT MEAN?

- Kittery's historic and cultural resources possess local, regional and national significance, and therefore merit protection.
- The town lacks an historical commission or other entity to serve as a steward for historic resources and help ensure their protection.
- The town lacks a comprehensive inventory of historic resources and a strategy to preserve and protect them.
- The existing Shoreline Overlay Zone has provided a mechanism for protecting the town's coastline from the impact of new development. Similar approaches to historic resource protection are needed in other parts of town.
- The energized local arts community contributes significantly to the quality of life in Kittery.

Kittery Comprehensive Plan: Inventory and Assessment of Existing Conditions



- Images of Kittery provide highlights of its past:
- A map depicting Kittery in the 17th century (far left) illustrates the early settlement's close association with the Piscataqua River
 - The Isles of Shoals (center top), an early fishing center, later became home to a large hotel
 - The Portsmouth Naval Shipyard (center middle), established in 1800, continues as a major industry today
 - The Champernowne Hotel (far right), built in 1890, was one of several late 19th and early 20th century resorts dotting Kittery's coastline
 - Government Street, ca. 1900 (bottom), served pedestrians, horse-drawn vehicles, and trolleys



Kittery's Natural Resources, Open Space & Recreation Resources

2



MANY DISTINCTIVE NATURAL RESOURCES

- Geology, topography and soils in Kittery reflect its geographic location along the Atlantic coast. Bedrock closely underlies much of the town, interspersed with pockets of marine soils and glacial outwash.
- Five watersheds cover most of Kittery, with the largest extending along the Piscataqua River and Spruce Creek. Many smaller tributaries feed these waterways.
- The town has relatively few fresh water resources, and much of the public drinking water is supplied by wells.
- Kittery contains very little farmland and supports just three active farms.
- Kittery supports three “natural areas,” as defined by the Maine Natural Areas Program, including salt-hay salt marsh, white oak-red oak forest, and dune grassland.
- Two “habitat focus areas,” defined by Beginning with Habitat, are located in Kittery. These areas, located in the Brave Boat Harbor-Gerrish Island area and York River Headwaters area, support rare plants, animals and their habitats.
- The town’s location at the confluence of the Piscataqua River with the Atlantic Ocean, combined with the many historic buildings and landscape features, give Kittery tremendous scenic quality.



Seapoint Beach, located at the far eastern end of Kittery, is a popular recreation spot, but also a feeding area for several species of migratory birds.

SIGNIFICANT OPEN SPACE RESOURCES

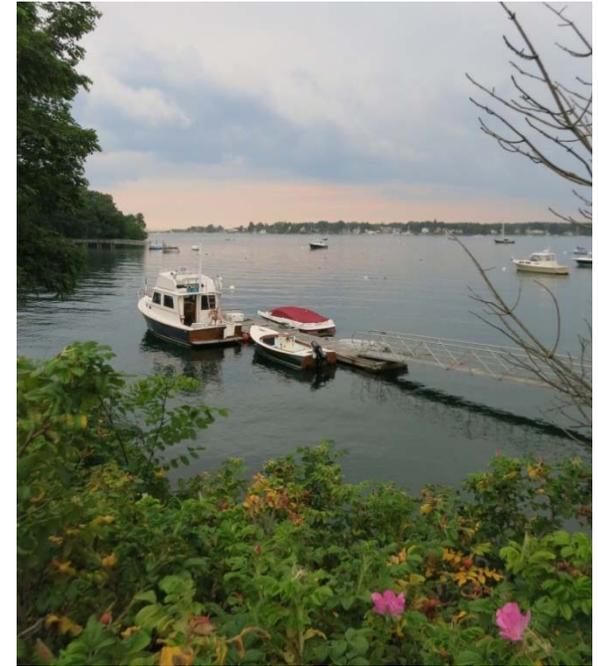
- Of Kittery’s 12,000 acres and 30 miles of coastline, approximately 14% of the acreage and 10% of the coastline have been protected through a variety of conservation methods.
- While the State of Maine and Town of Kittery own some of this protected land, the majority has been conserved through the efforts of the Kittery Land Trust (840 acres) and Maine Coast Heritage Trust (408 acres).
- Kittery is also the southern “anchor” of the Rachel Carson National Wildlife Refuge, with its Brave Boat Harbor division, located in northeast Kittery, covering 400 acres.
- Kittery’s scenic roads, including Route 103, are some of the town’s most treasured assets. Visitors come from far and wide to drive the winding routes and take in historic and sea-facing views.
- The town’s Conservation Commission is charged with reviewing protecting the natural resources located within the territorial limits of the town.
- The Kittery Open Space Advisory (KOSAC) is tasked with maintaining an inventory of public open space and making recommendations to the Town Manager about acquiring and/or selling/gifting/transferring this space.

WHAT DOES IT MEAN?

- Kittery’s location at the mouth of the Piscataqua and along the Atlantic coast is its most defining natural feature.
- The presence of bedrock underlying most of the town, combined with the many surface waters and associated floodplain areas, limits the extent of new development.
- The town’s small number of fresh water resources require public drinking water be supplied by wells or neighboring towns.
- While 10% of Kittery’s 30-mile coastline has been protected through efforts of several public and private entities, much of this area remains unprotected.
- The scenic quality of Route 103 is partially protected by the town’s Shoreline Overlay Zone regulation. Additional work is needed to protect scenic views and viewsheds.

RECREATION RESOURCES IN MANY FORMS

- Kittery contains 28 acres of federal and state-owned recreation facilities, including both active and passive recreation sites. Two of these sites are open to all.
- The town maintains several historic sites (Fort Foster, Wood Island) which provide recreational opportunities, as well as many athletic fields and playgrounds.
- The Kittery Community Center, opened in 2011 at the former Frisbee Elementary School on Rogers Road, provides active recreation facilities (gymnasium, fitness center) and offers recreation-oriented programs to users of all ages.
- A master plan for Kittery's athletic fields, completed in 2014, outlined the need for greater access to facilities, and need to eliminate overlap of facilities, and the need to rest fields on an ongoing basis.
- Access to the water (Atlantic Ocean, Piscataqua River and Spruce Creek) is limited by the small number of launches, slips, moorings and parking spaces near these sites.
- Kittery contains an extensive network of trails, both at formal recreation facilities, and on conservation lands. While used by many, the trails do not currently connect to one another, and are not widely publicized.
- Sportsmen and women hunt throughout the year, in approximately three-quarters of the town, including some residential areas. Hunting is not permitted in the area to the west of Haley Road and south of Interstate 95.



The Piscataqua River provides access to the Atlantic and associated maritime-related recreational activities.



The historic Rustlewood Farm, operated by the Johnson Family, covers 300 acres straddling the Kittery-Eliot line and is protected by a conservation easement.

WHAT DOES IT MEAN?

- The popularity of Fort Foster and Fort McClary as active and passive recreation sites places demands on limited staffing.
- The one regulation size soccer field in Kittery is in very high demand and in general, the town's fields are over utilized (in part because the town does not maintain separate practice fields), complicating maintenance tasks.
- Opportunity exists to better promote the town's system of trails and to create better connections between trail segments.
- Opportunity exists to provide more access to Kittery's waterways.



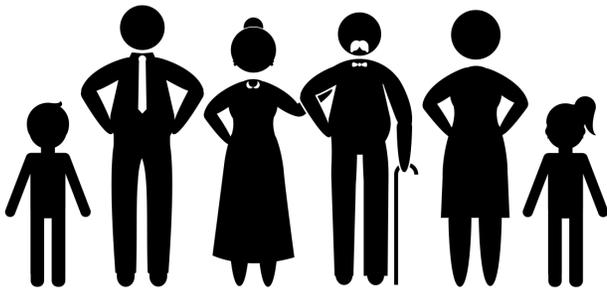
Kittery's Demographics

POPULATION AND DEMOGRAPHICS

- Total population for Kittery has remained relatively stable since 1970, and that trend is projected to remain stable, possibly declining slightly, through the year 2032 (US Census, State of Maine Projections)
- Kittery is an aging community; between 2000 and 2014, residents ages 55 to 64 increased by 65 percent (US Census)
- The number of family households in Kittery with children under the age of eighteen has declined since 2000 (US Census)
- School enrollment in Kittery has remained stable with the exception of fluctuations due to military families moving to Kittery for short term assignments at the Naval Shipyard. During the 2014/15 school year, approximately 18 percent of children enrolled in the Kittery school system were from military families (Kittery School District)
- The current population in Kittery is very stable, with over 86 percent of residents living in the same home they did a year ago (US Census)
- The median age of those coming from another country to live in Kittery was seventy-two (US Census)
- Since 2000, the median household income in Kittery has grown from \$45,067 to \$60,205 in 2014 (US Census)

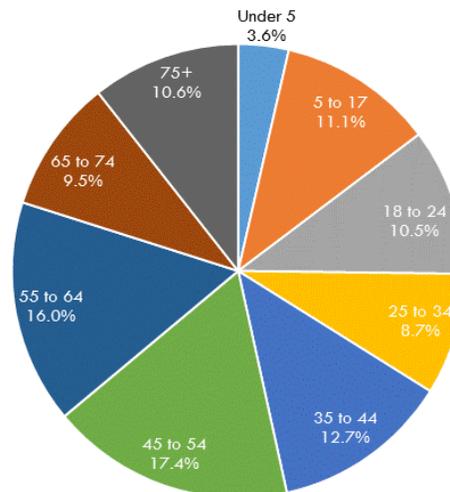


Kittery's estimated population in 2014 was 9,649 (US Census)



Total population is projected to decline by 6 percent through the year 2032 (State of Maine)

Kittery's Population by Age



WHAT DOES IT MEAN?

- Kittery's population has not grown in over 45 years, which does not stimulate new housing demand for families
- The senior population is growing as existing residents are getting older, which may require more targeted housing for seniors
- The Town should consider ways to attract and retain a younger population to help fill jobs, support local businesses, and support the town's tax base



Kittery's Housing Resources

HOUSING RESOURCES

- For 2014, the American Community Survey estimates the total number of housing units in Kittery to be 5,144 (2010-2014 ACS)
- Sixty-five percent of Kittery's housing stock is owner-occupied which is lower than many surrounding towns with the exception of Portsmouth (2010-2014 ACS)
- Kittery has a relatively young housing stock, with 74 percent of residential structures built after 1940 (2010-2014 ACS)
- The American Community Survey estimates median owner-occupied housing value at \$292,200 and median monthly rent of \$1,232 (2010-2014 ACS)
- The Town does have several age-restricted housing options for residents over fifty-five



Kittery has a diversified housing stock in a desirable location

Household size is shrinking, and the number of residents over 65 is growing in Kittery.



What implications does this have for future housing needs?

4%

Percentage Kittery's median home values have increased since 2010

7%

Percentage Kittery's median rent values have increased since 2010

WHAT DOES IT MEAN?

- Kittery's housing prices are increasing, making it harder for residents to afford to live in Kittery
- Housing that is affordable for younger single-person and family households is an important component of maintaining the Town's workforce and stimulating economic development
- With a growing senior population, the Town should consider ways to create housing that is affordable, accessible, and located in places with access to amenities



Kittery's Economy

LABOR FORCE

- Total labor force is comprised of 5,624 people, which equals a 68 percent participation rate
- The majority of Kittery residents are employed in educational services, healthcare, and social assistance
- The Naval Shipyard contributes to the professional, scientific, management and administrative services sectors
- Six primary employment sectors are: manufacturing, professional services, public administration, retail trade, food services, educational services, and healthcare
- The average weekly wage in Kittery is \$1,404 per week

PRIMARY ECONOMIC DEVELOPMENT AREAS

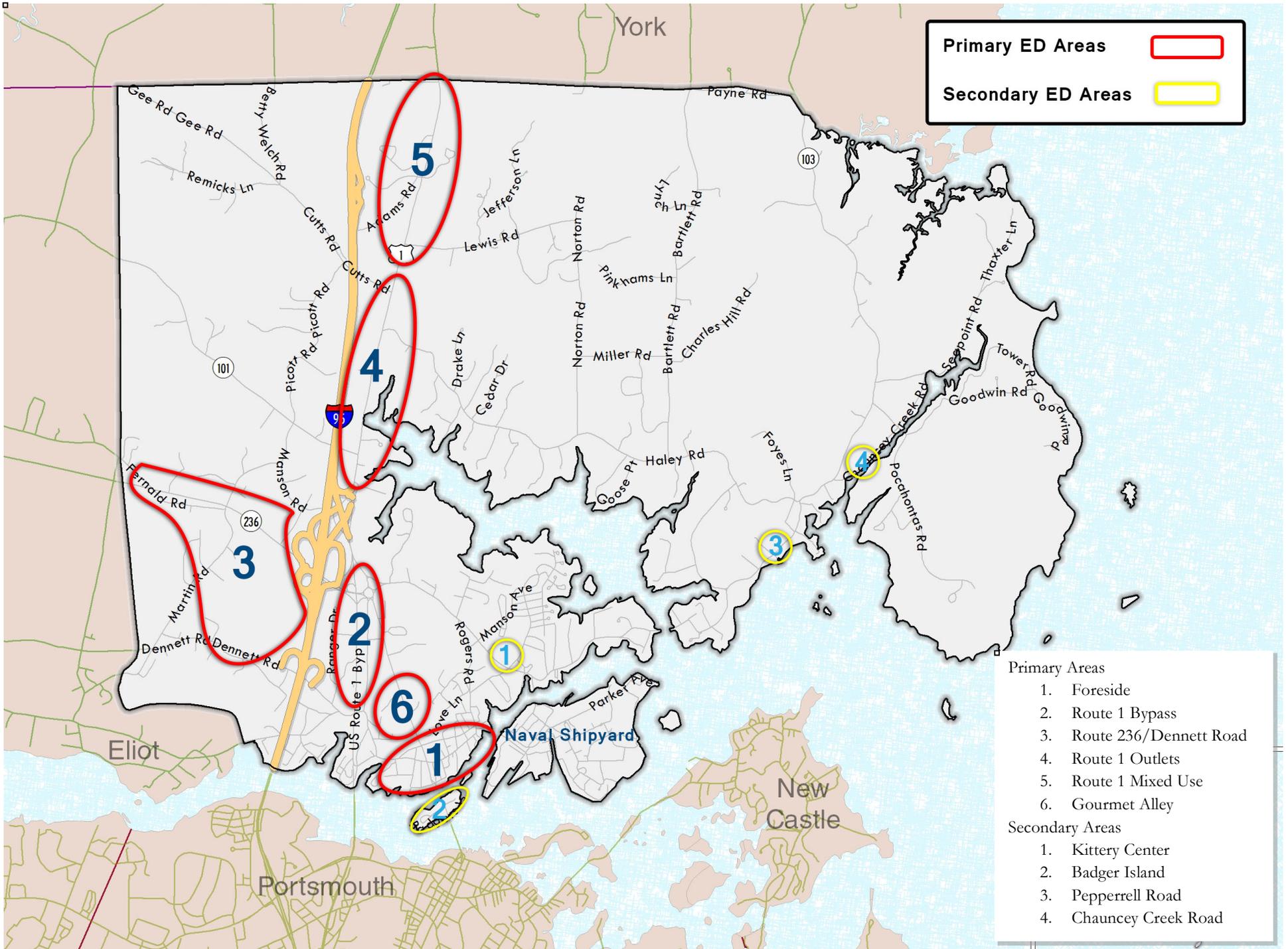
- **Downtown/Foreside:**
 - One of Kittery's more unique and interesting commercial areas with a mix of retail, restaurants, and daily service needs
 - Accessible by car, walking, or biking
- **Route 1 Bypass Area:**
 - Areas is zone Commercial 3 (C-3) and allows for the provision of general retail sales, services, and business space
 - Current businesses include a hardware store, motels, a fitness center, automotive repair shop, brewery, and sewage disposal plant
- **Route 236/Dennett Road Area:**
 - Currently mostly undeveloped, the business park area does have sanitary sewer line infrastructure already installed
 - Existing uses along Route 236 are small-scale commercial developments such as machine shops, office buildings, and a seafood wholesaler
- **Route 1 Outlet Area:**
 - Aside from the Foreside, this is one of Kittery's oldest and most successful economic development areas; the outlets generate property tax revenue and draw customers locally and regionally
- **Route 1 Mixed Use Area:**
 - The area is zoned Mixed Use with the primary purpose of providing office, service, and residential uses
- **Gourmet Alley:**
 - An interesting mix of restaurants and food markets located along Route 1 in close proximity to the Foreside



Kittery has an eclectic mix of restaurants, retail, and housing.

WHAT DOES IT MEAN?

- Kittery's employment base includes a large number of lower-wage retail, restaurant, hospitality, service, and entertainment workers which are impacted by cost of living increases
- The Town should begin to think about business diversification along the Route 1 corridor as regional competition in outlets grows
- The success of the Foreside and Route 1 Outlet Corridor shows the Town should continue investing in economic development areas
- The Town has many commercial zoning districts. Is this necessary? Should some be consolidated or changed?





Kittery's Transportation Resources

6

TRAVEL CHARACTERISTICS

- Kittery is the largest work destination for Kittery and KACTS (Kittery Area Comprehensive Transportation System) community residents.
- 85% of Kittery households have 1 or 2 vehicles compared with state average of 74%. 6% of households in Kittery have no vehicle.
- 71% of Kittery commuters drive alone and 22% use other modes. The number of carpoolers, bicycle trips and walk trips has increased since 2000. Use of bicycle increased from 0.5% in 2000 to 2.4 percent in 2014, which represents 100 additional commuters who biked.
- Average commute time = 21 minutes, shorter than state average. The number of commuters traveling less than 10 minutes has decreased since 2000.



Unsignalized intersection of Shapleigh Road/Whipple Road/Woodlawn Avenue

OPERATING CONDITIONS

- The main source of congestion on local roadway is during shift changes at the Portsmouth Naval Shipyard.
- The unsignalized intersection of Shapleigh Road/Whipple Road/Woodlawn Avenue operates with congestion and long vehicle delays during peak periods.
- I-95: 37,500 vehicles per day (vpd); US Route 1: 17,000 vpd; and SR Route 236: 18,700 vpd; US Rt. 1 Bypass: 15,700 vpd (Year 2011) have the highest daily traffic volumes.
- Most of the roadway segments experienced decrease in daily traffic volume between 2010 and 2013. Shapleigh Road increased up to 22% during this period.
- The Department of Public Works (DPW) has a policy for local roadway maintenance called the Road Surface Management System. Typically, the roadways with ratings of less than 50 would be on the priority list for maintenance in a given years.
- Kittery has approximately 73 miles of roadways including I-95. Kittery has several scenic roads classified into three categories (1: scenic roads with highest value; 2: scenic roads with very high value; 3: scenic roads with high value).
- Most of the bridges in Kittery received a Federal Sufficiency Rating (FSR) above 50. Viaduct and Sarah Mildred Long Bridge have the lowest ratings of 16.4 and 21, respectively. Memorial Bridge replacement was completed in 2013.

WHAT DOES IT MEAN?

- Kittery is served well by I-95, Route 1 and Route 1 Bypass.
- More commuters are biking and walking to their work. New sidewalks, pedestrian safety improvements, and expanded bicycling accommodations could be beneficial.
- When I-95 experiences congestion, particularly during summer months, local roadways experience congestion and are used as cut-throughs.
- Route 103 is a narrow, winding roadway shared by vehicles, motorcycles, and bicyclists, particularly on warm weather weekends.

SAFETY

- According to the annual Town report for 2013, Kittery experienced a reduction in accidents by 10% compared to 2012.

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- There were six high crash locations in Kittery between 2011 and 2013, which are:
 - Intersection of Mason Road, Picott Road and Wilson Road;
 - Intersection of Haley Road/US Route 1 and Trafton Lane;
 - Intersection of New State Road & Rogers Road State Road;
 - Intersection of Ramp off to Rogers Road Extension Road South Bound;
 - End of US 1 Bypass/Intersection of US 1 Bypass & US 1 Bypass South Bound; and
 - Intersection of Entrance to Maine Outlet/Entrance to Shop Center, US SHOP CTR, US 1: Non Int US 1.

PEDESTRIANS & BICYCLES

- Most of the sidewalks in Kittery are along US Route 1 and in the urban downtown area. The DPW maintains a Sidewalk Condition Report.
- Approximately 2.5-miles of the Eastern Trail runs through Kittery from the Maine State Line on the Memorial Bridge to Dennett Road.
- The Route 236 bike route runs through Kittery.
- The KACTS is working with the Town of Kittery on upgrading the Route 1 Bypass to make it more pedestrian friendly.
- Route 103 is included in Tour 8 of MaineDOT's "Explore Maine by Bike" book. Tour 8 provides 3 tour loops that are 12, 17 & 22 miles long.

TRANSIT

- In Kittery, the COAST provides year round fixed-route limited transit services at Portsmouth Naval Shipyard. Out of five COAST routes, four are express commuter routes.
- Paratransit service, ridesharing program and van services are available to Kittery residents through various organizations, including YCCAC, York Hospital, GoMaine, vRide, Enterprise Rideshare, and Kittery Community Center.
 - YCCAC provides "Local Rides" service in Kittery on Fridays, with destinations in Kittery, Portsmouth and Newington.
- A shuttle bus service use to operate on Route 103 in Kittery, but it has not been provided for several years.
- Currently, there is no passenger rail service into Kittery. The nearest stations from Kittery are Dover, New Hampshire and Wells, Maine. There is a freight service to the Portsmouth Naval Shipyard.

PARKING

- There is a shortage of parking spaces in the Foreside area during peak periods.
- Parking at access points to the water during summer months is difficult for both residents and visitors.



Intersection of State Road and Rogers Road, one of the high crash locations.

WHAT DOES IT MEAN?

- Fixed-route bus services in Kittery are only available at Portsmouth Naval Shipyard.
- There is a desire for shuttle service but the demand is not high enough for applying for grant.
- Parking shortages at Foreside area and at access points to the water during the summer.



Kittery's Public Facilities & Services

WELL MAINTAINED FACILITIES

- The **Municipal Complex/Town Hall** building is in very good condition and has room for expansion if needed in the future.
- **Public meeting space** is available at the Town Hall, the schools, the Library, and Community Center and is adequate.
- Kittery has a variety of indoor and outdoor **recreational resources**
 - The **Kittery Community Center**, run by the Recreation Department provides a wide range of facilities and programs to Kittery residents of all ages (including a gymnasium, fitness room, theater, and classrooms).
 - The **Port Authority** manages 575 moorings (the majority of which are at Pepperrell Cove), four piers and additional moorings in various other locations along the Town's shoreline.
 - There are also a number of **parks, beaches and conservation lands** for Kittery residents to enjoy.
 - Additional **Athletic fields** are needed to meet the needs of the Town's youth.
- **Sustainability.** The Energy Efficiency Committee works with the Town Manager and Council to adopt energy programs, projects and policies to develop more sustainable energy practices.
- Kittery's three **public schools** are adequate in terms of size and condition to meet current needs as well as those in the foreseeable future. Approximately 90% of school-aged children in Kittery attend public schools. There are some fluctuations in enrollment due to military families with short-term assignments at the Shipyard. There is capacity at all three schools for a small increase in enrollment; no significant increase is expected.
- The **Library** is currently operating out of two facilities that do not meet overall space needs and having two buildings is inefficient and causes inconvenience to both patrons and staff.
- The **Police Department**, located next to Town Hall in the Municipal Complex, is more than adequate to meet current and future needs (the second floor shell space could be used for expansion if needed in the future).
- The **Fire Department** operates from two fire stations, both in good condition, with the exception of the fact that nether station has sleeping quarters. The Fire Department is having a harder time recruiting volunteers than in the past.
- **Emergency Medical Service** is provided by American Ambulance New England. They operate out of the former Walker Street Fire Station which is leased to AANE for free; in exchange they provide free Ambulance service to all Town employees. They also serve the Town of Eliot from this location.
- Kittery does not have a Council on Aging. The Community Center provides activities and York County Community Action Corporation partners with Southern Maine Agency on Aging to provide **services to Kittery's seniors**. Between 2000 and 2014, residents age 55 to 64 increased by 65 percent, and the number of elderly residents is expected to continue to increase.



The Municipal Complex houses the majority of the Town's administrative offices.

WHAT DOES IT MEAN?

- The **Library** needs to decide whether to construct an addition to the existing Rice building or to create a new facility on the site of KCC.
- The **Kittery Community Center** may need to increasingly orient future programming to the growing senior population.
- More substantial measures need to be taken to **prepare for climate change** and related rise in sea level.
- Implementing the recommendations of the recently completed **Athletics Field Study** will address the needs for additional fields.
- New **school enrollment projections** are needed in order to monitor potential future changes in student enrollment.
- The **Port Authority** needs to develop a Strategic Plan to help explore ways to increase access and enjoyment of the water.

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PROVISION OF QUALITY UTILITIES AND SERVICES

- **Department of Public Works** operates out of several facilities; the garage and administrative offices are in a facility located behind the Municipal Complex which is in good condition and adequately sized, with space for expansion if needed. DPW is responsible for maintenance of the Town’s roads, stormwater infrastructure, parks, recreation fields, cemeteries and solid waste and recycling.
 - **Solid Waste and Recycling** is processed at the Town’s Resource Recovery Facility which includes a transfer station for material solid wastes, a recycling center and a licensed demolition debris disposal site. Solid waste is transported from this site to EcoMaine in Portland, ME. South Berwick currently brings their paper for recycling to Kittery’s Resource Recovery Facility, generating income for the Town. The facilities are adequate for current needs and there is room for future expansion.
 - **Stormwater Management.** DPW recently completed an inventory of the Town’s Stormwater infrastructure and determined that it is generally in “very good” condition.
 - **Monitoring of contaminated areas.** Bacterial sources of pollution have been identified in Admiralty Village and other areas in the Spruce Creek Watershed. Clam flats have been close since 2005. Some parts of the Creek have seen improvement.
 - **Parks.** DPW maintains and staffs the Town-owned parks. Fort Foster, a 94-acre town-owned park commands much of the Department’s attention, is highly used by both residents and visitors during the summer, and generates income for the Town.

- **Water.** Kittery’s water is supplied by the Kittery Water District (KWD), a quasi-municipal corporation. The District also supplies water to parts of York and Eliot.
 - The largest water consumer in Kittery is the Portsmouth Naval Shipyard.
 - KWD currently serves approximately 70% of the Town’s residents and 95% of the businesses who pay user fees according to their actual usage.
 - The KWD relies on surface water sources that must be protected from contamination.
 - Of the approximately 96 miles of water mains, most are adequately sized.
 - The District is planning to construct a new Treatment Facility and to continue to upgrade pipes.
 - The District has adequate treatment and pumping capacity to meet additional demand, however there are no planned extensions to the system, in fact, KWD is not able to pay for expansion of mains.
 - Additional regional cooperation with surrounding towns may result in increased cost effectiveness.

- **Sewer.** Wastewater is treated at the Municipal Sewage Treatment Plant.
 - Sewage treatment is provided to 30% of Kittery residents and most of the Town’s businesses.
 - The Plant and related infrastructure are all in good condition as they have been upgraded over the last few years.
 - The municipal system, which has additional capacity for expansion, is funded through an enterprise fund; user fees pay for the service.
 - The Town also has a “betterment fee” procedure to help charge property owners that benefit from a sewer extension.

WHAT DOES IT MEAN?

- Regional joint dispatch for **Police** calls (pending grant) is expected to result in efficiencies.
- There may be a need to increase the number of sworn officers to **police** a reflect the actual daytime population taking into account tourists, shoppers and Shipyard employees.
- The **Fire Department** may need to transition to a full-time professional fire fighting staff in the near future.
- It may be more efficient to merge Kittery’s **Resource Recovery Facility** with that of Eliot’s.
- The Portsmouth Pierce Island Wastewater facility must be updated before the **clam flats** can be re-opened.
- DPW would like to explore becoming a “**Stormwater Utility**” in order to fund future improvements.” The first step is to conduct a feasibility study.
- Both the **Kittery Water District** and the **Town sewer system** derive a significant portion of their usage and revenues from the Shipyard. Changes to the status of the Shipyard could affect costs to other users.
- Lack of funding for **expansion of water service** makes it difficult to guide growth through the provision of water.
- If the **Kittery Water District administrative offices** chooses to relocate in the future, the existing site will be available for reuse.
- The recent expansion of the **sewer system** to the Business Park is expected to result in encouraging economic development.
- New technologies will make it feasible to provide **alternative methods of sewage treatment** to Kittery Point and rural areas of Town in the future.



Kittery's Marine Resources

KEY WATERWAYS

Kittery's harbor and waterfront areas include approximately 34 miles of shoreline, including rock outcrops, salt marshes, sandy beaches, mud flats, waterfront recreational areas, coves and mooring, commercial marina facilities, and a major federal installation at the Portsmouth Naval Shipyard. The waterfront and marine resources have played an important role in the history and development of Kittery, and the waterways are home to a wide range of commercial and recreational boat traffic. Much of the shoreline is in private ownership, with several large public parks such as Fort Foster and Fort McClary. All moorings, docks, piers, floats, and regulatory enforcement fall under the jurisdiction of the Kittery Port Authority (KPA). Key waterways include:

- **Piscataqua River:** Leading out to Portsmouth Harbor along the Kittery shoreline, the Piscataqua is an authorized federal navigation channel over 6.2 miles of its 13 length. The Piscataqua has multiple users, including freighters and tanker vessels, US military and Coast Guard, commercial fisherman, and recreational boaters.
- **Spinney Creek:** located just north of the Interstate 95 Bridge, this subtidal creek features a commercial aquaculture facility, several private float landings, and a private marina (in Eliot, ME) at the confluence of the creek with the Piscataqua River.
- **Back Channel:** This waterbody, an offshoot of the main Piscataqua River, runs from the western end of Badger's Island easterly to Spruce Creek between the mainland and Seavey Island, the location of the Portsmouth Naval Shipyard. The Back Channel is important for recreational boaters, particularly those docking on the northern side of Badger's Island. The channel is the waterbody closest to the revitalized commercial area in the Kittery Foreside.
- **Chauncey Creek:** The creek runs from the eastern end of Pepperrell Cove to Seapoint Beach, and due to its shallow depth, is used primarily by small water craft. Several private docks and a popular waterfront restaurant are located on the creek. Recent work has replaced overboard discharge (OBD) systems with septic systems, improving water quality.
- **Spruce Creek:** this three-square mile tidal saltwater estuary is fed by five freshwater streams that run roughly up the middle of Kittery. At low tide, approximately 2.5 miles of clam flats are exposed. Water quality is affected by non-point source pollution and "first flush" (initial surface runoff) during rainfall events.
- **Pepperrell Cove:** Adjacent to Kittery Point and Fort McClary State Park, this is the primary mooring area in the town.
- **Brave Boat Harbor:** Used primarily by small craft due to shallow depths, with limited private landings and no public facilities. It is located within the Brave Boat Harbor Division of the Rachel Carson National Wildlife Refuge.
- **Key waterfront natural areas** include Seapoint Beach, Rachel Carson National Wildlife Refuge, Fort Foster, Fort McClary, the nearshore islands (including the future Wood Island Life-Saving Museum), and the Isles of Shoals.

OPERATING CONDITIONS AND ACCESS

- Demand for access to the waterfront and for boating access is consistently high, and at key times of the season, is greater than the ability of existing landside facilities and moorings to meet.
- A significant portion of the available parking at Frisbee Pier (a primary parking area for Pepperrell Cove) is in a lot across Pepperrell Road. This lot is in private ownership.



View across Back Channel of the Piscataqua River towards Portsmouth Naval Shipyard

WHAT DOES IT MEAN?

- Kittery has a complex waterfront, with large-scale commercial and military craft, marina and docking facilities, commercial fishing, and recreational boating
- Limitations exist on access to the waterfront from crowded shorefront parking and launching facilities, and long waiting lists for moorings
- Contamination from wastewater treatment outfalls and other sources has affected shellfishing and overall water quality
- Opportunities exist to increase public access to waterfront, and to increase visitation to Kittery by waterborne passengers

OPERATING CONDITIONS AND ACCESS, CONTINUED

- In summer, the parking facilities at Pepperrell Cove can be extremely busy, and can become full. There can be extensive waits for pier/launch space to put dinghies in the water to reach moored vessels.
- Parking shortages also occur at the Traip Academy launching area.
- Other locations for parking and water access along the shoreline are limited, due to extensive private ownership of the shorefront.
- Major anchorages such as Pepperrell Cove have not been dredged in decades, leading to limitations on vessels that can safely moor and transit the area. The Pepperrell Cove anchorage was last dredged in 1916, to a depth of twelve feet. The navigation chart for the area shows depth of 11 to 7 feet at Mean Low Water (MLW), with local sources stating water depths are six to ten feet in half of the anchorage area.
- Storm winds and waves limit opportunities for additional moorings in exposed areas such as Fort Foster. Locations and plans for storage of floats during coastal storms should be evaluated, such as setting moorings in Chauncey Creek for temporary storage of the Pepperrell Cove floats.
- The currents occurring in the Kittery area can pose a hazard to small craft, particularly to human-powered craft such as kayaks.



Government Street Pier in the Kittery Foreside

WATER QUALITY

- Run-off and direct source pollution have led to contamination of area waters and led to shellfishing restrictions and prohibitions in certain areas.
- Major sources affecting the Piscataqua River are wastewater treatment plant (WWTP) outfalls from South Berwick and Kittery in Maine, and from Portsmouth and Newington in New Hampshire. The Portsmouth Naval Shipyard is also a major pollution source.
- Development pressure in Spruce Creek watershed further threatens water quality. The watershed is identified by Maine Department of Environmental Protection as a “nonpoint source pollution priority watershed” due to bacterial contamination, low dissolved oxygen, toxic contamination, and a compromised ability to support commercial marine fisheries”.

MUNICIPAL MANAGEMENT OF MARINE RESOURCES

The Kittery Port Authority (KPA) manages the town’s marine facilities including piers, docks, and over 500 moorings. Funding is derived primarily from collection of mooring and docking fees, and the Kittery Town Council approves the Port Authority’s budget. The KPA employs the Kittery Harbor Master, who oversees operations at the facilities, and provides marine law enforcement, rescue and education services to boaters within the tidal waters of the community. On the 2015 mooring registry, there are a total of 513 registered moorings, with approximately 20% assigned to commercial vessels and the remainder to recreational vessels. There is a twelve to fifteen-year waiting list for mooring spaces in Kittery. Major facilities under the jurisdiction of KPA include Pepperrell Cove and Frisbee Pier, Traip Academy boat launch, Government Street Pier, and the Back Channel.

FLOODPLAIN

- In November 2013, FEMA issued a Preliminary Digital FIRM (DFIRM) for York County, using updated flooding frequency and elevation data and modeling analysis. The mapping shows a larger floodplain area than previously mapped, with approximately 75 structures newly included in the floodplain (65 in the coastal area and the remainder in the interior).
- Due to challenges from Kittery and other coastal communities, FEMA withdrew the Preliminary DFIRM in December 2014. It is anticipated that FEMA will issue a revised Preliminary DFIRM for York County in 2016.



Kittery's Fiscal Capacity and Capital Investment

9

FISCAL POSITION

- Kittery's local valuation increased by 4 percent between 2010 and 2015, in contrast to the state as whole which saw a decrease of 21 percent over the same time period
- Between 2010 and 2015, the local tax rate increased by 10 percent
- Between 2010 and 2015, individual property tax bills increased by an average of \$495. For 2015, the average single family property tax bill was \$4,929
- Approximately 78 percent of Kittery's valuation is derived from residential properties, with 22 percent coming from commercial, industrial, and personal property
- Federal and state aid to Kittery has been shrinking which increases the reliance on locally-generated taxes



The local government depends on the residential property base to generate revenues for services

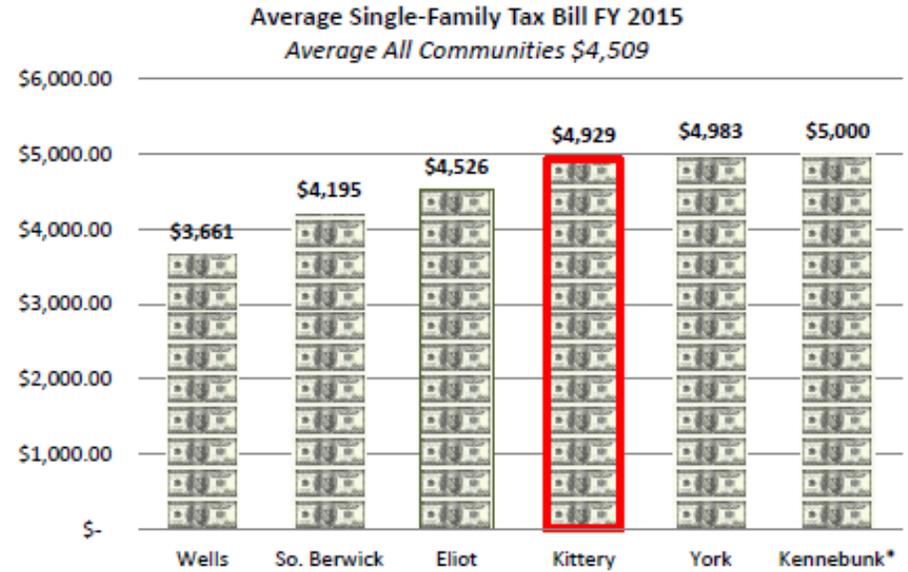
BUDGET

- Revenue:
 - Total revenue in Fiscal Year 2015 budget was \$27,124,366; property tax accounted for 80 percent of total
 - The State of Maine has a revenue sharing program which helps supplement the budget
- Expenses:
 - In Fiscal Year 2015, the Town spent \$27,141,118 on town functions, services and schools; school costs accounted for nearly 55 percent of the budget. Only 9 percent of the budget was spent on governmental administrative expenses
- Debt:
 - The Town has long-term debt obligations of \$32,545,880 or 2.17 percent of the State Valuation
- Investments:
 - At the end of Fiscal Year 2014, the Town had an unassigned fund budget totaling \$4,345,203, which was an increase of \$187,965 over the Fiscal Year 2013
- Capital Improvement Program:
 - A majority of capital improvement funding goes toward standard expenses such as equipment and maintenance, sidewalks, school upgrades, and parks and recreation facilities

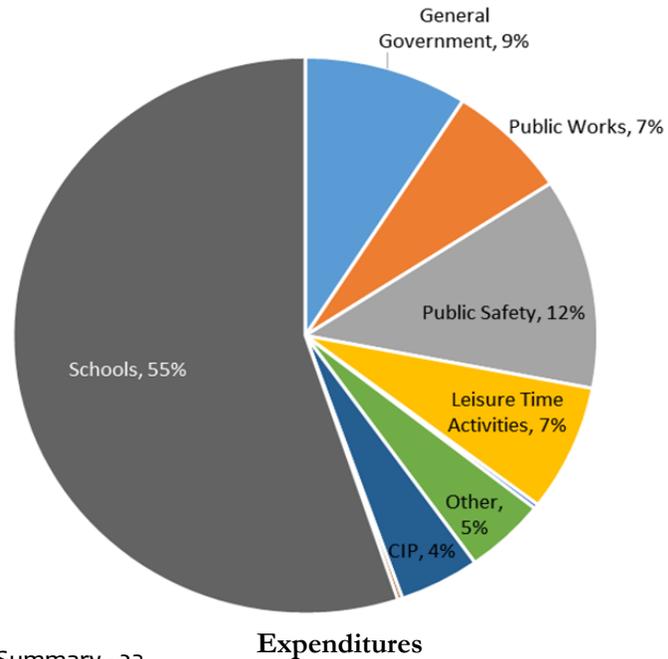
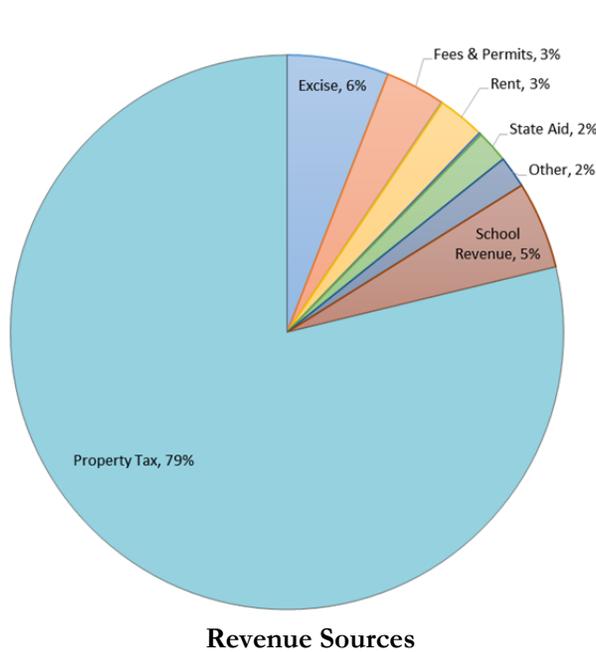
WHAT DOES IT MEAN?

- Stewardship of Town budgetary resources is essential toward leveraging greater economic development
- The Town has undertaken debt obligations to finance development, particularly in the Tax Increment Finance Districts; it is imperative that increment on development is generated in order to pay the bonds
- Kittery is highly dependent on residential property taxes and may need to create opportunities to diversify revenues through economic development

Kittery's valuation and tax rate have been increasing since 2010



A comparison of revenue sources to expenditure items from the Fiscal Year 2015





Kittery's Land Use

10

EXISTING LAND USE PATTERNS

- Over 57 percent of the land in Kittery is classified as a residential land use (both single-family, and multi-family); commercial, industrial, and institutional uses make up a combined 8 percent; open space makes up 21 percent; and vacant land is about 10 percent
- The current Land Use and Development code divides Kittery into eighteen base zoning districts with four overlay districts
- Approximately 78 percent of the land in Kittery falls within residential zoning districts, primarily the Residential-Rural (R-RL) district
- Kittery has three business districts, three commercial districts, and three mixed-use districts all allowing different types of commercial uses
- The overlay districts are in place to help the Town protect natural resources and water bodies from the impacts of development, and as a way to promote fishing and maritime uses



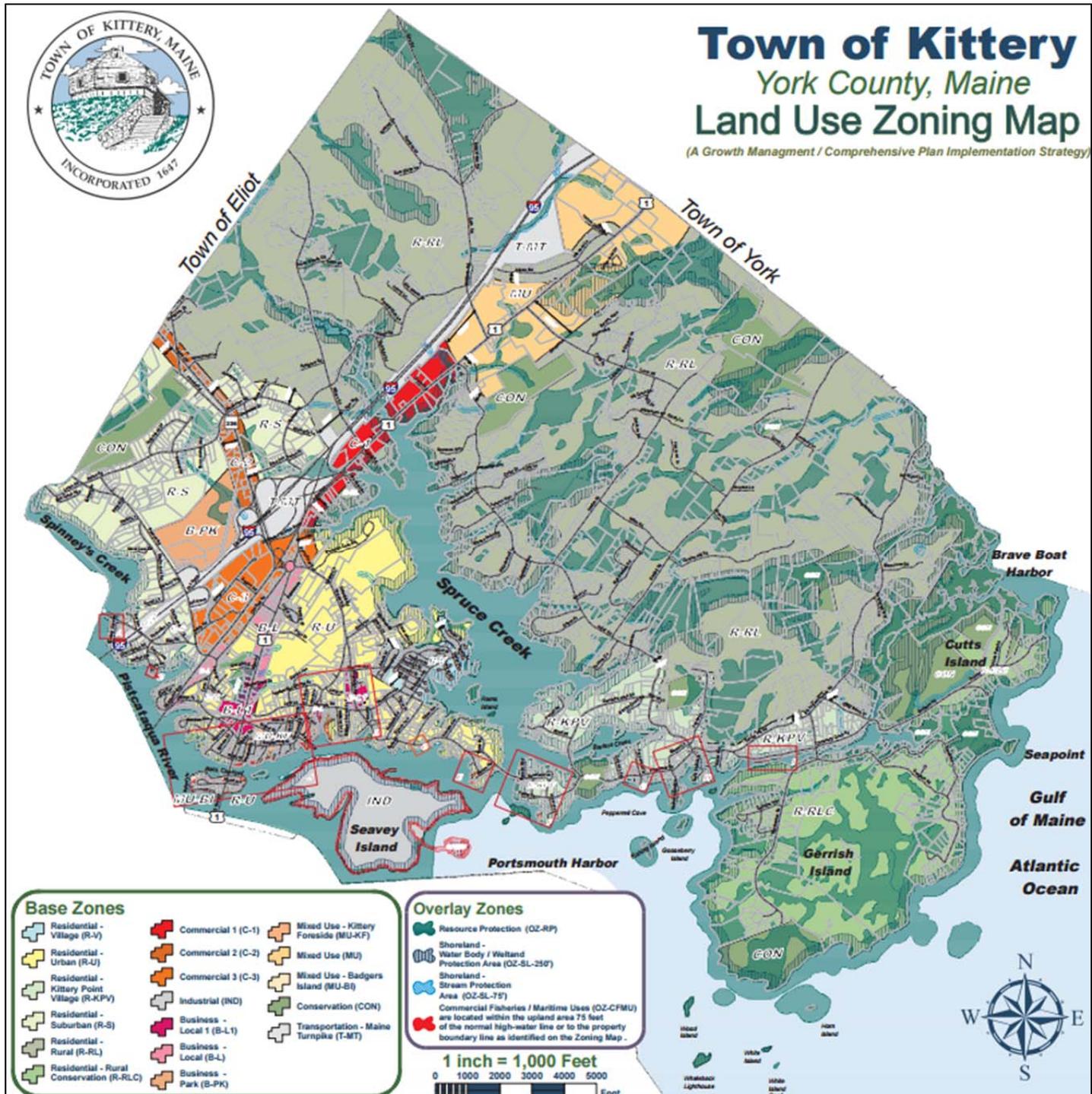
Within the Town, there are many different zoning districts each creating opportunities and challenges for the Town.

ISSUES AND CHALLENGES

- Redundancy:
 - Some of the zoning districts that regulate the same type of use (residential, commercial, and mixed-use) have different purpose statements, but very similar uses and dimensional requirements
- Inconsistency:
 - Many commercial districts have same dimensional requirements but differ when it comes to design elements for each
 - Industrial zoning district does not include any dimensional standards or requirements
- Minimum Lot Size Requirements:
 - In some districts where the purpose is to achieve a compact development pattern, minimum lot sizes are very large and challenge the purpose statement for the district
 - Small, single-use structures on large lots in mixed-use zones have less of an economic return when compared to areas that incorporate a compact development design
- Land Area per Dwelling Unit
 - The minimum land area per dwelling unit regulations in some districts limit the ability to create a more compact development pattern

WHAT DOES IT MEAN?

- The comprehensive planning process offers an excellent opportunity to hold community-wide discussions on development goals
- The purpose of the zoning district should reflect what is on the ground today, as well as what the community hopes to achieve in the future
- It is very important to match the desired development goals and aspirations with the zoning that is in place, or could be in place throughout the Town



EXECUTIVE SUMMARY

VISION, GOALS AND OBJECTIVES

What Kittery WANTS

A Comprehensive Plan must recognize what features contribute to the uniqueness of a community and make recommendations to preserve and enhance these.

The **viability** of the Comprehensive Plan is contingent upon the community coming to a **consensus** about a desired future and then being **proactive** about setting **priorities** and assembling **tools** for the **implementation** of the identified action steps.

WHAT MAKES KITTERY UNIQUE?

Kittery residents were asked what makes Kittery unique. These are a few of their responses.

“Kittery is a community of contrasts...”

“working waterfront”

“We aren’t Portsmouth and we don’t want to be!”

“gorgeous shoreline”

“Gourmet Alley restaurants”

“our history”

“Portsmouth Naval Shipyard”

“Fort Foster and Fort McClary”

“natural lands”

A VISION FOR KITTERY’S FUTURE

The following vision was developed based on input from the public.

IMAGINE... a Kittery whose character is protected by the preservation and adaptive reuse of its **historic buildings**, the control of the scale of redevelopment so that it is in keeping with the historic charm of the Town and a promotion of the Town’s history.

IMAGINE... a **Foreside district** that is a thriving, historic neighborhood that includes one of Maine’s earliest working waterfront. A Foreside that maintains the historic, working –class character and scale and preserves its building stock by adopting a preference for creative or **adaptive reuse** of existing buildings. **Workforce housing** is integrated in the district. Walking and biking is safe and pleasant and there are more green spaces to enjoy as well as the **working waterfront**.

IMAGINE ... a Kittery where its beautiful and treasured **natural features** are preserved and protected and where enjoyment is enhanced through increased access to these for both passive and active **recreation**. Recreational activities are managed so as to prevent negative impacts on the environment, the season at Fort Foster is extended and programming at the Kittery Community Center is even more developed. Enjoyment of the water is enhanced by increasing **public access to the water**, cleaning up Spruce Creek, and providing shuttle service to Portsmouth from the Town Pier at Foreside.

EXECUTIVE SUMMARY

IMAGINE... a Kittery that plans for the future of its **environment** by implementing measures that help it be more **resilient** and leading by example so that all town-owned buildings use renewable sources of energy, and the Town provides incentives for the use of renewable energy sources. A Kittery that **prepares for the potential impacts of the expected rise in sea level** due to climate change.

IMAGINE... a Kittery that preserves its **sense of community**, the sense of peace and quiet, but also the **diversity of places** that make up the Town. It feels more unified and less separated as multiple **ways of getting around Town** are more available. **Traffic** congestion is lessened and **walking** and **biking** is made safe and pleasant. A **town shuttle** helps to better connect people as do the additional places to gather and run into one another.

IMAGINE ... a Kittery that while improving and growing is able to retain a **diverse socio-economic** mix of residents by providing **affordable, workforce housing** and by creating **jobs** with adequate wages and salaries, resulting in a **sustainable** community.

IMAGINE... the **economy** of Kittery more diversified as it retains existing and supports additional local businesses, where the existing businesses are redeveloped into more pedestrian-oriented mixed-use developments that incorporate more natural features and that are able to be more economically viable, **sustainable**, and in keeping with evolving expectations of shoppers.

IMAGINE... a Kittery that has a continuing **relationship with the Portsmouth Naval Shipyard**, and traffic, noise and light impacts created by activity in the shipyard are reduced as a result of working together to mitigate these.

IMAGINE... a re-imagined, twenty-first century **library** and a **school system** where students are consistently recognized for their success in the community and nationwide because these institutions provide top quality education, opportunities for life long learning, and enrichment programs.

IMAGINE... that all these improvements are made in a systematic way with significant **community engagement** in the decision-making process led by a **town government** that is respectful, transparent and civil in its discourse. A **shared vision** and **ordinances** that support the goals embodied in the vision are clear and easy to enforce.

GOALS AND OBJECTIVES

1. HISTORIC, CULTURAL, AND ARCHAEOLOGY RESOURCES GOAL

TO PROTECT THE TOWN'S CHARACTER BY PRESERVING AND PROTECTING HISTORIC FEATURES AND ARCHAEOLOGICAL AND CULTURAL RESOURCES, AND PROMOTING AN AWARENESS OF THE TOWN'S UNIQUE HISTORY AND CULTURE

Objective 1.1. Protect historic and archaeological resources

Objective 1.2. Promote Kittery's history

Objective 1.3. Support and nurture Kittery's community of working artists

EXECUTIVE SUMMARY

2. NATURAL RESOURCES, OPEN SPACE AND RECREATION GOAL

TO PROTECT KITTERY’S NATURAL RESOURCES INCLUDING WATERSHED, FRESH WATER, WETLANDS AND VERNAL POOLS, AGRICULTURAL LANDS, FOREST RESOURCES, OPEN SPACE AND RECREATION

Objective 2.1. Protect and preserve critical open spaces for passive recreation, visual impact and preservation of wildlife habitats, coastal (saltwater) wetlands, freshwater wetlands, and vernal pools

Objective 2.2. Increase opportunities for recreation

3. ECONOMIC DEVELOPMENT GOAL:

TO SUPPORT DESIRABLE ECONOMIC DEVELOPMENT, BALANCE THE RELATIONSHIP WITH THE PORTSMOUTH NAVAL SHIPYARD, AND INCREASE THE TOWN’S TAX BASE WHILE ALSO PROVIDING LOCAL JOBS.

Objective 3.1. Attract and retain businesses to sustain the vibrant center at foreshore that provides residents and visitors with places to go and spaces to gather

Objective 3.2. Continue to promote economic development in areas already identified by the town

Objective 3.3. Develop guidelines for the future development of the Route 1 Corridor into a mixed-use pedestrian-oriented area

Objective 3.4. Support and maintenance of existing jobs and the creation of jobs for a variety of skills sets and range of salaries

Objective 3.5. Attract new businesses to the business park

4. HOUSING GOAL:

TO PROVIDE A RANGE OF HOUSING TYPES TO MEET THE NEEDS OF INDIVIDUALS THROUGHOUT THEIR LIFECYCLE AND TO SUPPORT RESIDENTS WITH A RANGE OF INCOMES

Objective 4.1. Attract young people and retain residents with a variety of incomes

Objective 4.2. Support elderly residents’ ability to age in place

5. TRANSPORTATION GOAL:

TO IMPROVE SAFETY AND EASE OF GETTING AROUND TOWN AND BETTER CONNECT THE “PIECES” OF KITTERY. PROVIDE ALTERNATIVES TO AUTOMOBILE TRAVEL WITH SAFE AND PLEASANT BIKE ACCOMMODATIONS AND WALKING PATHS.

Objective 5.1. Address traffic safety and congestion

Objective 5.2. Make walking and biking safe and pleasant

Objective 5.3. Explore ways of providing non-vehicular modes of transportation

Objective 5.4. Explore ways of increasing parking options

6. MARINE RESOURCES GOAL:

TO PROTECT THE TOWN’S COASTLINE, THE WORKING WATERFRONT, AND ENSURE APPROPRIATE ACCESS TO AND ENJOYMENT OF THE WATER WHILE PROTECTING IT FROM ENVIRONMENTAL IMPACTS

EXECUTIVE SUMMARY

STATE OF MAINE GOAL: To protect the State’s marine resources industry, ports and harbors from incompatible development and to promote access to the shore for commercial fishermen and the public.

Objective 6.1. Increase access to the waterfront

Objective 6.2. Promote working waterfront

Objective 6.3. Protect marine resources

7. TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES GOAL:

TO IMPROVE TOWN GOVERNANCE AND PROVIDE ADEQUATE PUBLIC FACILITIES AND SERVICES; INCREASE FISCAL CAPACITY RESPONSIBLY

Objective 7.1. Improve Town governance and its ability to adapt to change

Objective 7.2. Maintain and improve municipal facilities

Objective 7.3. Provide adequate municipal services

Objective 7.4. Maintain and responsibly increase fiscal capacity

8. LAND USE GOAL:

ENSURE THAT THE TOWN’S REGULATIONS SUPPORT DESIRED LAND USES.

Objective 8.1. Update Town Code and apply land use regulations to guide desirable development in appropriate locations

Objective 8.2. Protect the area north of Spruce Creek

Objective 8.3. Sustain and build upon the vitality of the Foreside District

Objective 8.4. Protect the working waterfront

Objective 8.5. Support creative and viable redevelopment of the Route 1 Corridor (Outlet mall area and Rt. 1 By-pass)

Objective 8.6. Explore feasibility of development in the business park

9. COASTAL COMMUNITY RESILIENCE GOAL:

ESTABLISH SHORT, MEDIUM AND LONG TERM PLANS TO ADDRESS THE EFFECTS OF CLIMATE CHANGE, INCLUDING INCREASED STORM FREQUENCY AND STRENGTH, COASTAL EROSION AND RISING OCEAN LEVELS, AND TRANSITION OF BOTH PUBLIC AND PRIVATE ENERGY CONSUMPTION TO LOW AND ZERO IMPACT METHODS

Objective 9.1. Establish plans to address the effects of climate change.

Objective 9.2. Reduce energy consumption and transition to low and zero impact methods.

Objective 9.3. Provide education and incentives to protect the environment and improve quality of life.

RECOMMENDATIONS

The recommendations were developed based on significant public input and articulate the objectives of the shared vision expressed by the hundreds of Kittery residents, town officials, and

Where did the recommendations come from?

- Inventory and Assessment of Existing Conditions
- Review of other relevant documents and future trends
- Interviews with Town Staff
- State Requirements
- CPU Committee Review
- Public input
- Best practice

EXECUTIVE SUMMARY

business owners that participated in this comprehensive planning process. The recommendations also reflect best practice and address state requirements. They also incorporate relevant strategies from the previous Comprehensive Plan (1999).

THREE KEY BEST PRACTICE PLANNING PRINCIPLES

New policy initiatives included in the Comprehensive Plan or in Kittery’s Town Code should strive to be grounded in principles of sustainability. Broadly, sustainability is a concept that recognizes the **interrelatedness** of the energy, environmental, economic development, and civic health of the Town, and the importance of ensuring that future generations can enjoy the resources that exist in Kittery today.



The following Comprehensive planning principles were used to evaluate recommendations throughout the Plan, whenever relevant.

Environmental Stewardship

Kittery needs to prepare for the potential impacts of climate change, sea level rise, and to preserve wildlife habitat.

- Do the recommendations support a long-term sustainable future and stewardship of natural resources, including land preservation?
- Do recommendations promote the use of renewable energy sources throughout Town?
- Do they promote sustainable land use patterns?
- Are there recommendations regarding how the Town can lead by example including ways in which municipal facilities and services can be more environmentally-sensitive?
- Are there recommendations regarding how the Town can encourage private property owners to adopt more sustainable measures?

Health and Wellness

The Plan should promote the health and wellness of Kittery’s residents and of the community as a whole.

- Do recommendations promote the health and wellness of the people who live, work and play in Kittery?
- Do they support the health of the community as a whole?
- Do they provide opportunities for fitness as a part of everyday life, healthy lifestyle choices, support the recreational needs of all ages, opportunities for life long learning and the building of social capital?
- Do they support the creation of safe and accessible public spaces for various ages and abilities?
- Are there recommendations that address the specific needs of different age groups (especially those of youth and of the elderly)?

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Economic and Social Vitality

The Plan should support the long-term economic and social vitality of Kittery.

- Do the recommendations promote the Kittery’s ability to support a diverse community?
- Do they protect and promote Kittery’s unique historic resources?
- Do they foster a strong local economy, local agriculture and food production, and also protect water dependent businesses?
- Do they protect Kittery’s unique culture?
- Do recommendations support municipal investment in critical infrastructure to support and encourage desired development in desirable locations?
- Are there provisions to encourage and include the continued engagement of Kittery’s residents in determining the character of their community and in determining its future direction by being involved in decision-making regarding the Town’s future development?

HIGHLIGHTS OF PLAN RECOMMENDATIONS

The Plan considers the public’s vision of an historic seacoast community with small town character and unique features that the majority of Kittery residents seem to wish to preserve. The following represent some of the Plan’s highlights:

Foreside District: The Plan recommends enhancing this district by protecting its walkability, encouraging mixed use (housing above retail) and reuse of existing buildings, the development of workforce housing, improving pedestrian and bicycle access to the area, and exploring water-taxi access from Portsmouth. It is also recommended that parking strategies are explored (including shared parking) and that innovative uses such as *makerspaces* that afford artists and small business owners with space to create, invent and learn be encouraged to compliment the other small scale uses in the district.

Working Waterfront: The Plan makes recommendations to preserve the working waterfront that many Kittery residents feel passionate about protecting. Recommendations include supporting the Town’s maritime-based economy including the fishing and shell fishing industry including finding ways to better connect fishing to the local economy (for example, by connecting fishermen to local restaurants who tell their stories on the menu). A self-guided tour of the waterfront would help to increase appreciation. A public education effort would help to increase awareness of pollutants to the waterfront and ways of decreasing or eliminating these.

Route 1 Corridor: It is recommended that the Town invite property and business owners in this area to embark on developing a vision and plan for the future redevelopment of the area. Many of the buildings will be reaching the end of their life cycle and the future of brick and mortar retail includes creating more of a pedestrian-oriented mixed use environment.

Housing: The Plan recognizes the need to create more affordable housing -- namely workforce housing, housing for young families

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and housing for seniors – and recommends a variety of ways of achieving a wider range of housing types and price points.

Natural Features and Recreation: The Plan recognizes the value residents place on Kittery’s parks and beaches as well as on its scenic vistas

which greatly contribute to the experience of

“Kittery is old and must preserve old trees and old buildings and wildlife” – comment from Comment Board in Town Hall.

living and visiting Kittery. Various mechanisms to protect open lands, farmland and wildlife corridors are proposed for consideration. Additionally, a review of existing hunting regulations is proposed as a large number of residents expressed concern regarding their safety in wooded and other areas. A number of strategies address ways to reduce dog and horse waste at area beaches and parks, another area of significant concern amongst residents.

Historic Features: Participants in the Comprehensive Planning process expressed a significant degree of support for protecting the Town’s historic features. Among other things, the Plan recommends creating an Historic Preservation Committee to conduct an inventory and oversee the protection and education regarding these resources. Creating historic districts around clusters of historic buildings, and establishing fence height restrictions to preserve views of historic and scenic areas are also proposed. Additionally, the Plan recommends a number of ways to help support and promote local artists.

Transportation: A number of recommendations respond to the public’s desire for additional alternative modes of transportation, namely safe pedestrian and bicycle infrastructure. Exploring the

feasibility of a town shuttle, including the potential for regional collaboration is also suggested.

Future development is guided to areas where public utilities exist, where growth has already occurred. Growth is steered away from protected lands, natural resources, and areas that are not currently serviced by water and/or sewer infrastructure.

Regional cooperation and collaboration is recommended wherever relevant, mutually beneficial approaches should be explored.

Kittery’s resilience and ability to plan and adapt to potential future change is promoted in a variety of ways, including by identifying, monitoring, planning and mitigating the potential impacts of sea level rise and climate change. Additional recommendations include updating the Town Code to encourage the use of renewable energy sources, increasing public awareness regarding the need to protect the environment for future generations.

The lenses of environmental stewardship and future resilience, the health and wellness of Kittery residents, and economic and social vitality are used to evaluate recommendations.

TOP 25 KEY RECOMMENDATIONS

The policy recommendations were selected based on professional opinion (an assessment of existing conditions, future trends, and best practice), and what the public and the Steering Committee seemed to feel was most important.

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Numbering does not in any way indicate priority. The numbers in parenthesis correspond to the relevant strategy(s) in the Implementation Tables.

1. Complete a **CLIMATE ADAPTATION STUDY** to plan for the potential impacts of sea level rise and prepare for extreme weather events.
2. Working with the Kittery Land Trust, develop a **STRATEGY FOR OPEN SPACE ACQUISITION**, setting priorities for parcels to be included.
3. Collaborate with property owners in the area around the **ROUTE 1 CORRIDOR** to identify strategies towards making mutually beneficial changes to the area including exploring options to redevelop commercial properties with mixed use (e.g. retail, housing, office) and consider zoning amendments such as an overlay district to provide more flexibility concerning permitted uses.
4. Develop a long-range plan for the **LIBRARY** including where the library will be located (renovation and expansion on existing site, new building on other site) and whether the Library should become a Town Department.
5. Continue to support **HEALTHY LIFESTYLE CHOICES AND WELLNESS** by increasing **RECREATIONAL OPPORTUNITIES** for all ages, evaluating the Athletic Fields Master Plan, improving **walking and biking** infrastructure so that it is safe and pleasant, ensuring appropriate recreational **access to the waterfront**, and increasing awareness of existing resources.
6. Updating the Sidewalks Conditions Report and developing a Bike Plan are among the specific steps recommended.
6. Engage in targeted outreach to **BUSINESS AND INDUSTRY SECTORS** marketing Kittery's economic development areas. Marketing should include continuing to update and improve the Economic Development website.
7. Ensure historic properties, including buildings and landscapes, are preserved and explore the establishment of **HISTORIC DISTRICTS** and development design guidelines to further the properties' protection.
8. Reduce **DOG AND HORSE WASTE** at area open spaces through enhanced enforcement and public education.
9. Review existing **HUNTING** regulations and provide public education regarding these to improve the safety of residents especially in the Town Forest, while at the same time protecting resident's right to carry firearms and hunt.
10. **PROTECT EXISTING OPEN LANDS**, including farmlands and wetlands from over-development by implementing effective strategies such as larger minimum lot sizes in the rural residential zone. As one way of preserving Kittery's rural character, review and revise the **cluster zoning bylaw** and provide incentives for developers to use the bylaw.
11. Continue to support Kittery's **MARITIME BASED ECONOMY** including the fishing and shell fishing industry by maintaining access to the working waterfront and creating innovative avenues to better connect fishing to the local economy (e.g.

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- Dock to Dish program connecting fishermen to local restaurants).
12. Review and revise **TOWN CODE** so that it supports the implementation of the Comprehensive Plan goals and objectives, is clear, promotes best practice, and is easy to use.
 13. Develop a Plan for Town facilities and property owners to transition to **LOW AND ZERO IMPACT ENERGY SOURCES**
 14. Use the **COMPREHENSIVE PLAN AND FUTURE LAND USE MAP** as a guide for encouraging desirable new development in identified appropriate locations, while protecting open spaces, agricultural land, and natural and historical resources while keeping in mind that climate change and areas at risk will change the overlay map
 15. Educate residents about town planning roles and processes and ensure that **PLANNING AND TOWN MANAGEMENT PROCESSES** are open, transparent, informative, inclusive, respectful and welcoming.
 16. Review, update and incorporate where appropriate, the recommendations from the **FORESIDE** Forums. Residents have expressed much enthusiasm for recent improvements in the Foreside and support for future infill development that is appropriate in scale and activity.
 17. Evaluate Town-wide current **PARKING** conditions and policies and revise to meet development goals by improving management of existing spaces and exploring shared parking and other strategies.
 18. Provide more support and visibility to the work of **LOCAL ARTISTS** by expanding exhibition venues and providing a mechanism to support arts-related businesses, including non-profits. Artists are seen to provide a uniqueness to Kittery and residents expressed a desire to provide additional support and visibility.
 19. **GUIDE DEVELOPMENT** to areas already served by public utilities (8.1.2.), resulting in a more efficient and cost-effective use of these public services.
 20. Undertake to complete a Comprehensive town-wide **HOUSING PLAN** that will document existing supply and identify needs and ways of meeting these, including methods for encouraging the development of affordable housing (e.g. creation of new types of housing, including workforce housing, and housing for seniors wishing to downsize, etc.).
 21. Develop a **COMPLETE STREETS POLICY** to identify needed and appropriate improvement in order to accommodate all modes of transportation to accommodate all including people with special needs. This will result in reducing pollutants to the environment and in providing safe healthy options for residents to get around, mainly by walking and biking.
 22. Increase awareness in residents and business owners with regard to the **EFFECTS OF POLLUTANTS, PESTICIDES, AND STORMWATER RUNOFF** (6.3.1.) and evaluate Town Code regarding the **use of pesticides and herbicides with chemicals, in waterfront areas and town-wide** (6.3.2.). Providing

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information and incentives for greener practices will help to mitigate these environmental hazards.

23. Increase and improve **COMMUNICATION** with Town residents (7.1.3.). Using a variety of modes including the internet and cable TV in innovative ways will help to keep residents more informed and connected to town government.
24. Consider an **ADAPTIVE REUSE ORDINANCE** to guide redevelopment of existing buildings (8.1.6.). By promoting the reuse of existing structures more efficient development can occur in areas already services by public utilities and protecting open land from development.
25. Establish mechanisms to protect visual assets such as creating a **PHOTOGRAPHIC DOCUMENTATION OF SCENIC VISTAS** and establishing an historic preservation committee to create a comprehensive **INVENTORY OF HISTORIC RESOURCES**. These are the first steps in helping to protect and promote those visual assets that contribute to Kittery's uniqueness.

TOP 24 RIPE APPLES ("LOW HANGING FRUIT")¹



The following are a sample of selected low or no cost, relatively easy to achieve action items that received the most support by the participants at a public forum where these were discussed. It is

¹ These low cost, relatively easy to achieve action items received the most support at a public forum held on Nov. 3, 2016.

recommended that the Town proceed with implementing at least some of these in order to keep momentum and support for the Plan alive.

Highest Priority

- Establish a new committee, revive the defunct Energy Committee, and/or team up with the York Energy Committee and **design a sustainability policy and plan for the Town.**
- Explore ways of increasing Town Department efficiencies and effectiveness by further **collaborating across departments.**
- Revisit **cluster ordinance** to ensure it is maintaining the goal of open space preservation.
- Establish a **Climate Adaptation Committee.**
- Join **regional coalition of surrounding coastal communities** to work together around issues of sea level rise.
- Consider a **ban on plastic bags and plastic water bottles**

ALSO:

- Consider forming a **Transportation Advisory Committee** to identify and evaluate transportation improvements.
- Develop a **Complete Streets Policy** to accommodate all modes of transportation, for all ability levels, in a safe and attractive way to encourage more walking and biking.

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- Identify ways for better management of existing parking spaces, e.g. consider **off-site remote parking for employees**.
- Work with the Kittery Land Trust to create a **prioritized list of parcels for open space acquisition** should there parcels come up for sale.
- Consider endorsing York River Committee's efforts to designate the **York River Watershed** as a Federal Wild and Scenic River with the Mt. Agamenticus-to-the-Sea Initiative.
- Increase awareness regarding **dog feces ordinance** and erect more signs with regulations pertaining to the conduct of dogs and their owners on beaches and other open spaces.
- Prepare educational materials summarizing Kittery's water quality challenges and the **effects of pollutants and pesticides**.
- Create an on-line and printed **guide to the recreational resources** of Kittery and make them available to residents and visitors.
- Establish a process to monitor and report on the status of the **Comprehensive Plan Implementation**.
- Undertake a **Housing Plan** to study supply, demand and strategies to encourage a variety of housing types and price points.
- Invite the business owners of the **Rt. 1 Outlet Mall area** to explore future redevelopment options, including encouraging mixed use (e.g. housing on upper stories above retail).
- Identify additional areas of potential **collaboration with the PNS**.
- **Encourage non-motorized visitors** to environmentally-sensitive areas by installing bike racks and bike/pedestrian paths.
- Review, update and promote existing materials/information on **navigating Kittery's waterways**.
- Provide **recycling bins** in public places.
- Develop **town-wide goals regarding energy efficiency** and related benchmarks for public facilities.

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- Establish a **timeline for converting all Town-owned buildings to renewable energy**. *Explore grants to install solar energy panels*
- Increase **involvement of the schools in environmental stewardship** efforts.

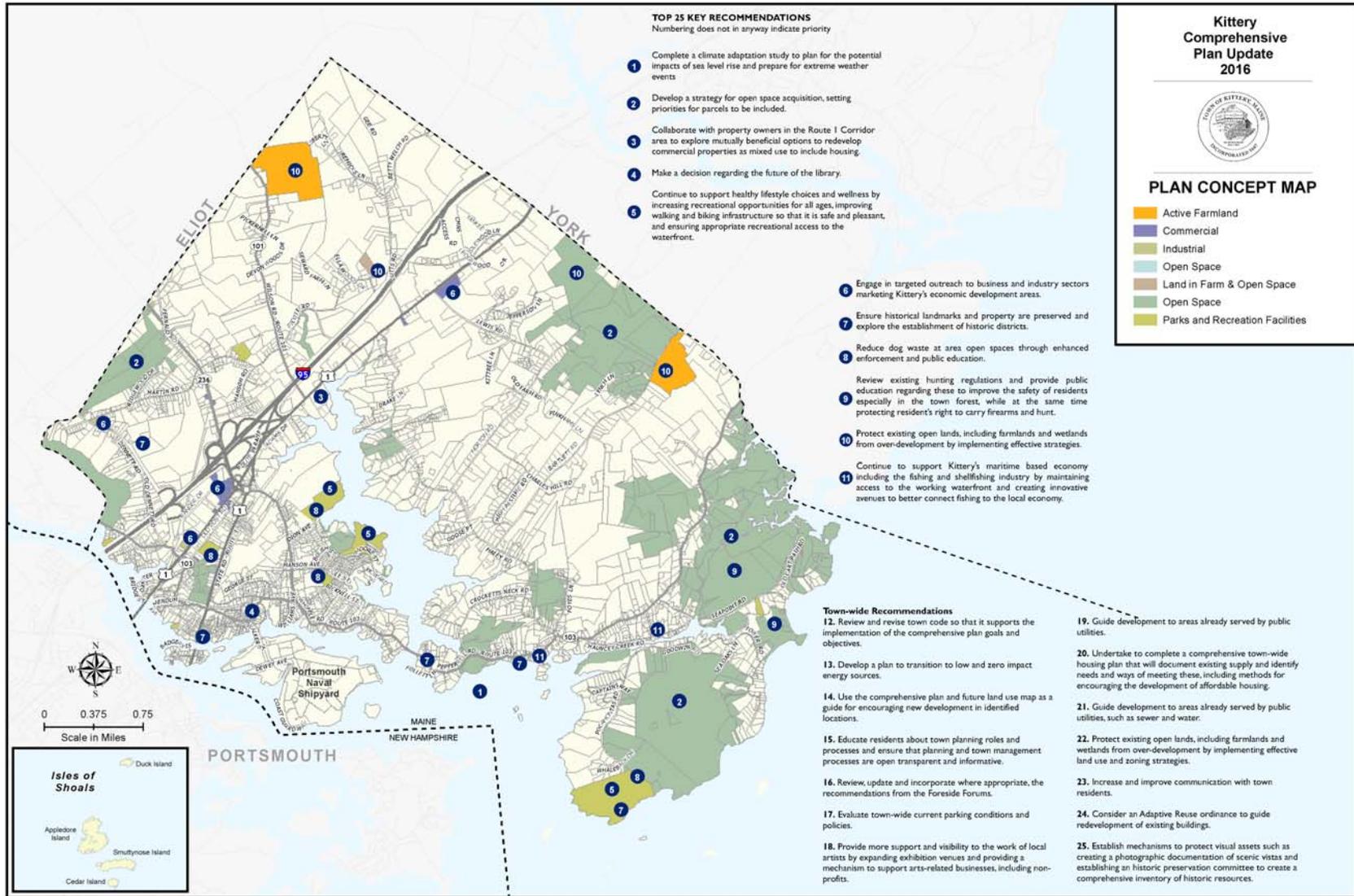
PLAN CONCEPT MAP

The Plan Concept Map on the following page provides summarizes the key recommendations of the Comprehensive Plan.



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CONCEPT PLAN MAP: 25 TOP KEY RECOMMENDATIONS



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FUTURE LAND USE MAP

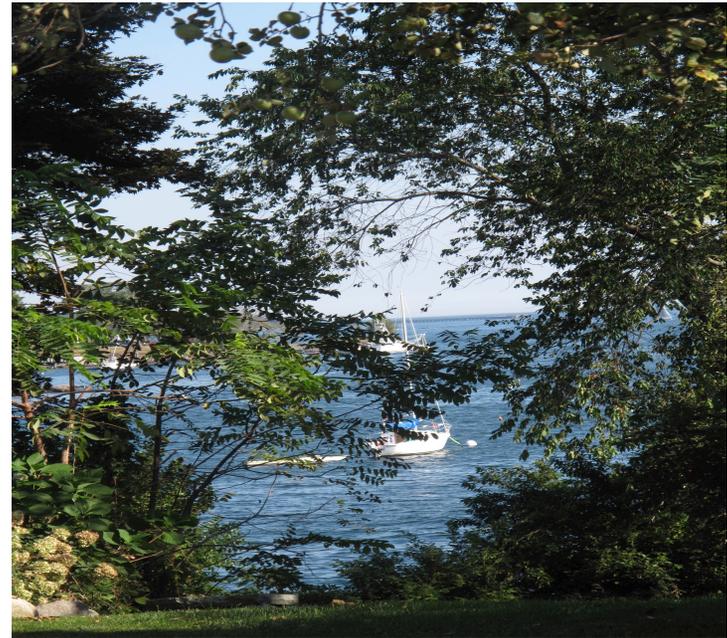
The Future Land Use Map is a summary of the Future Land Use Plan which was developed to help guide future decisions regarding the kind of growth and the location of growth that was determined to be appropriate and desirable and that is consistent with the vision, goals and objectives of the Comprehensive Plan.

- **“GROWTH”** - areas where the Town would like to encourage future development to occur
- **“LIMITED GROWTH”**- areas that could accommodate a minimal amount of growth
- **Neighborhood Conservation Areas**- areas may have infill potential, but for the most part will retain a similar character in the future.
 - Foreside
 - Kittery Point
 - Admiralty Village

“There is still plenty of room to grow while maintaining Kittery’s character” – comment from Comment Board in Town Hall.

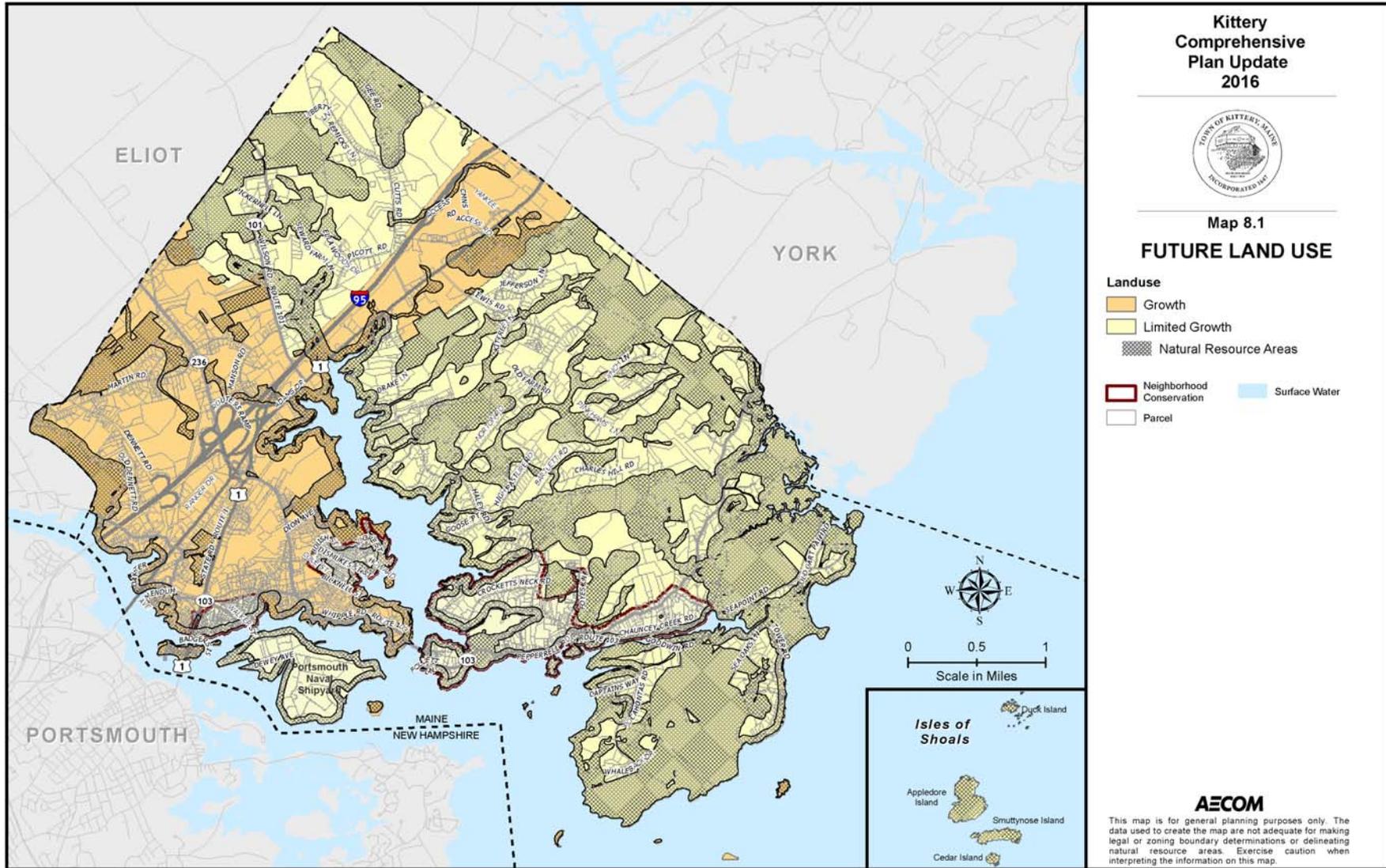
The Future Land Use Map also includes:

- **Most current inventory of protected open spaces** which will not be developed on in the future
- **Resource Protection/Rural Conservation land** areas that should not be developed due to their impact on natural features, watersheds, and surface water bodies.



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FUTURE LAND USE MAP



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IMPLEMENTATION

NEXT STEPS: Moving forward towards implementation, what are the first steps?

- Establish method to monitor progress on the Plan
- Continue to review and fine-tune menu of options and resources
- Use goals and objectives as a decision-making guide to evaluate opportunities and plans
- Look for opportunities (e.g. funding; partners: public and private sector; regional approaches, partners, etc.)
- Continue community conversation
- Many items will require additional vetting, including Town Council vote
- Begin by implementing “ripe apples” to keep momentum
- Vet top 25 Key Recommendations first

IMPLEMENTATION TOOLS AND CAPACITY

Increase Capacity

- Hire additional staff
- Recruit additional volunteers
- Consider need for additional committees, boards
- Regional approach
- Increase commercial tax base
- Explore funding opportunities (state, grants, etc.)
- Revise zoning and adopt new tools

Prioritize

- Funding availability
- Opportunity to partner
- Addresses health and safety
- Political will
- “Ripe apples” – low hanging fruit to keep momentum
- Phasing
- Establish a method to monitor progress and keep the Plan Up-to-Date

EXECUTIVE SUMMARY

The Comprehensive Plan Update Committee seriously considered recommending the formation of an implementation committee, but determined that a better alternative would be to, in consultation with the Town Manager and Council, create a structured process involving the Council, Boards, and Department Heads to periodically (on an annual or biannual basis) monitor, support and report on progress of implementation.

ESTABLISH PROCESS TO MONITOR PROGRESS: Support implementation of the **Comprehensive Plan Goals and Objectives** by creating a process to monitor, support and report on the progress of implementation.

ANNUAL EVALUATION OF IMPLEMENTATION: The Town Manager should hold an **annual Summit Meeting** with representatives of existing boards, committees and the Town Council to report on the “State of the Plan” and to discuss progress, hurdles and action plans.



SECTION 1: BACKGROUND AND CONTEXT



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PLAN INTRODUCTION AND OVERVIEW

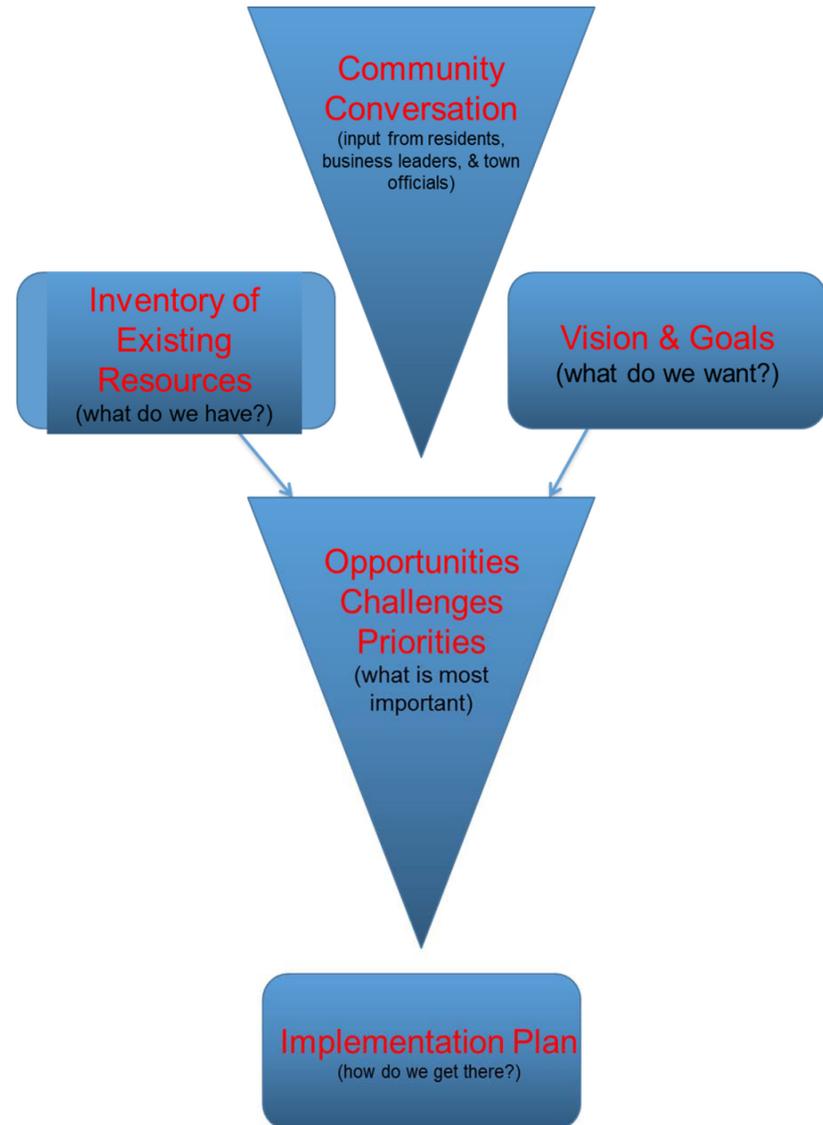
INTRODUCTION AND OVERVIEW

Volume I is a summary of the Comprehensive Plan, its foundations and recommendations. The Plan was developed based on the input of hundreds of residents, business owners, town officials, and Committee members who participated in the process. Recommendations were developed incorporating this input and also reflecting best practice and meeting state requirements.

The Comprehensive Plan is organized in three volumes:

- Volume I: The Comprehensive Plan**
- Volume I: Inventory and Assessment of Existing Conditions**
- Volume II: Documentation of Public Input**

The Plan can also be viewed in its entirety on Kittery’s town website.



PROCESS

The process of updating a Comprehensive Plan is comprised of several steps including:

- Developing a Vision and set of goals with significant public input

PLAN INTRODUCTION AND OVERVIEW

- Conducting an inventory and assessment of the Town's existing conditions
- Identifying Key Issues, Challenges and Opportunities and their implications for the future
- Developing an Implementation Plan which:
 - Lists goals and policy objectives
 - Identifies priorities
 - Identifies lead responsible parties and potential partners
 - Lists suggested action steps and existing resources

The process addresses the following questions:

- What do we have?
- What do we want?
- What is most important?
- How do we get there?

OVERVIEW OF PREVIOUS PLANNING EFFORTS

Kittery has a number of planning documents relevant to the Comprehensive Planning process. These were reviewed and, when relevant, incorporated into the Plan. A summary of the most relevant of these follows. The most relevant of course, is the previous Comprehensive Plan (1999/2000).

Kittery's first land use regulations were adopted by Town Meeting in 1952. They established two small Local Business Districts, Commercial Districts along Route One and Interstate

(now Route One bypass), with the rest of the town as General or Single Residence Districts.

The Comprehensive Planning Act was passed by the State of Maine in 1954 and the Town of Kittery added a provision for a Planning Committee in 1956 and initiated the required Comprehensive Planning process. The first Kittery Comprehensive Plan was adopted in 1958. The first complete zoning ordinance was adopted in 1960. A complete revision of the ordinance was undertaken in 1977.

The 1958 Comprehensive Plan was partially updated in 1963 and 1966 and recommended road programs, public open space to protect Spruce Creek, Seapoint Beach and Fort Foster, as well as the protection of the town's scenic and historic character.

A further update of the Land Use section was undertaken in 1973 and in 1977 the zoning ordinance (renamed Land Use and Development Code) was extensively revised.

The Comprehensive Plan was updated again in 1989. One of the notable recommendations of this updated plan was the proposal to alter the type of commercial development along Route 1 by creating a Mixed Use District along Route One north of Haley Road.

The Land Use and Development Code was revised once again in 1991 in an effort to make administrative improvements as well as to implement some of the Comprehensive Plan's recommendations. Among other refinements the following additions were made to the code since the 1991 revision:

PLAN INTRODUCTION AND OVERVIEW

- Provision for a Mixed Use District
- Badger’s Island District
- Foreside District
- Village Residence District (Admiralty Village)
- Revised Mixed Use District
- Shoreland Overlay Zone

UPDATE OF THE KITTERY COMPREHENSIVE PLAN, PLANNING DECISIONS, INC. AND APPLIEDORE ENGINEERING, INC., DEC. 1999, REVISED 2000

In 1998, the Kittery Comprehensive Plan Update Committee was charged with reviewing and updating the Town’s 1989 Comprehensive Plan. The update was adopted in 2000.

The Plan stated what the citizens of Kittery want: *“They prefer encouraging growth into Quality Community Areas (existing town and village centers) that would be surrounded by Rural or Conservation Areas. This combination reflects the historic patterns of development along the New England Seacoast, mills and commerce centers surrounded by working waterfronts and forests.”*

Residents who participated in the Comprehensive Planning process for the 2025 Plan identified some of the same elements that comprised the Year 2000 Vision; these include:

A small-town character as a historic seacoast town consisting of economically diverse neighborhoods, working waterfronts, natural habitats and resources, rural landscapes, and commercial places, that promotes economic growth and guides/controls residential

development by providing distinct planning requirements consistent with that character, and with responsive public services, schools which are a source of community pride, and adequate public facilities while retaining a stable property tax rate.

“The guiding principle of the Town’s effort to manage the use of land should be to encourage a development pattern that maintains the historical pattern of a built-up center, traditional moderate density neighborhoods, and open outlying areas. To facilitate this pattern, the Town should focus on directing development to vacant or underutilized areas within the built-up area that are served or can be served by public water and sewer service is or can be provided and on directing development away from areas with natural constraints for development, undeveloped shorefront areas, and areas in which public services are not available.”

From the 1999/2000 Comprehensive Plan

1. *Kittery’s historic settlement pattern of compact villages and neighborhood centers separated by rural countryside and sustain a unique sense of place in every neighborhood by respecting local cultural and natural features maintained.*
2. *Economic and residential growth targeted to compact, mixed use centers in areas with existing or planned infrastructure and services at a scale appropriate for the community and region.*

PLAN INTRODUCTION AND OVERVIEW

3. *Mixed use, pedestrian friendly neighborhoods that incorporate open areas, landscaping, and other amenities that enhance livability preserved and protected.*
4. *Choice in the mode of transportation provided and transportation options are integrated and consistent with land use objectives ensured.*
5. *Environmental quality and important natural and historic features of Kittery, the County, region and the state protected and large areas of un-fragmented wildlife habitat and undeveloped land preserved.*
6. *Agriculture, forestry, fishing, and other natural resource-based enterprises and minimize conflicts of development with these industries encouraged and strengthened.*
7. *Town center, villages and neighborhoods reinvested in and a diversity of viable business enterprises and housing opportunities in these areas supported.*
8. *Coalitions with stakeholders established and maintained and engage the public in the pursuit of better growth solutions engaged.*
9. *Public funds invested and incentives provided and disincentives consistent with the Vision for Kittery and these growth management policies.*
10. *The growth management program, comprehensive planning and implementation process for the Town all will be integrated with all the purposes of zoning embraced in*

Maine Revised Statutes, and be created to promote the health, safety and general welfare of its residents.

The 1999/2000 Comprehensive Plan put forth the following goals:

LAND USE

- Encourage development in identified growth areas while assuring that new development occurs in a manner that is compatible with existing settlement patterns, respects natural resource values and enhances the desired pattern of use.
- To foster a pattern of land use that respects and builds upon the present character of the established settlement pattern of village cores surrounded by open, outlying rural areas created by undeveloped land, fields, wooded areas, farmland, wetlands, and roadways.
- To preserve and enhance the dominant natural waterfront/seacoast character and to continue to guide development away from sensitive waterfront areas.

POPULATION AND HOUSING

- To manage population and household growth in a manner consistent with the Town's ability to absorb it.
- To encourage a diversity of housing to meet the needs of a wide range of residents, so lower, mid, and higher cost housing is available in Kittery.
- To assure that as new housing is built in Kittery, at least 10% of the new units are affordable to lower or moderate income households.

PLAN INTRODUCTION AND OVERVIEW

ECONOMY

- To expand the number and range of high quality jobs that are available in Kittery
- To reduce the reliance of the community on the two industry sectors as the Town’s primary economic base.
- To maintain the traditional marine industries as viable economic activities
- To expand the range of goods and services that Kittery residents can obtain within the community
- To assure that all economic growth is fiscally and environmentally sound and is in keeping with the character of the community
- To strive for a balance between residential and non-residential development.

NATURAL RESOURCES

- Surface water quality within Kittery protected and improved
- Groundwater resources quality and supply protected and preserved.
- Wetlands, vernal pools and adjacent uplands protected from encroachment and degradation
- Flood prone areas use managed to reduce the risk of property and environmental damage.
- Significant wildlife and fisheries habitat, and critical and unique natural areas protected.
- Maintain the scenic quality of the Town’s visual environment while respecting private property rights.
- Preserve the scenic quality of the Town’s shoreland areas.
- Maintain and enhance high value scenic views and vistas.

- Maintain and enhance the visual character of identified scenic roads in a way that balances visual considerations with traffic movement and safety.

RECREATION AND OPEN SPACE

- To provide recreational facilities to adequately meet the needs of the Town’s current population and to provide facilities for the growing population.
- To maintain the current level of public access to the Atlantic Ocean and the Piscataqua River and to expand and improve access as opportunities arise.
- To maintain the rural, open landscape in designated non-growth areas.

HISTORIC, ARCHAEOLOGICAL AND CULTURAL RESOURCES

- To preserve the community’s historic buildings, site and neighborhoods.
- To assure that the community’s archaeological resources are identified and protected from inadvertent damage or destruction.
- To preserve and promote Kittery’s historic and archaeological resources.
- To expand the range of cultural facilities and opportunities available in Kittery to meet the needs of Kittery’s residents.

MARINE RESOURCES

- To improve the quality of the Town’s coastal waters.
- To increase the extent and vitality of the community’s shell fishing industry.

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- To provide for the growth of aquaculture in a way that is positive for the entire community.
- To protect important wildlife and aquatic habitats.
- To assure that the quality of the Town’s drinking water is maintained.

PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

- To provide high quality but cost efficient public services and facilities to meet the needs of the residents of Kittery.
- To assure that adequate public services are available in areas where growth and development are desired.
- To discourage development in those areas of Kittery where it is difficult or expensive to provide municipal services.
- To continue to increase the rate of recycling.
- To provide adequate public water and sewer service in those areas of the community where higher intensity development is desired.
- To maintain a relatively stable property tax burden while providing a high level of community services and facilities.

TRANSPORTATION

- To improve access to the Maine Turnpike
- To improve safety of the existing road network.
- To maintain and improve the physical condition of the existing road and street system.
- To maintain and improve the capacity of the arterial and collector road network in a manner that is consistent with the neighborhoods and which maintains their scenic character.

- To ensure that new development does not overburden the road network, create safety problems, or impact existing residential neighborhoods.

Many of these objectives are carried over into the 2025 Plan as they remain relevant.

THE FORESIDE FORUMS, LISTENING SESSIONS ON THE FUTURE OF KITTERY FORESIDE, 2014, INITIATED BY TOWN COUNCIL

In recent years, historic Kittery Foreside has experienced an influx of new businesses, non-profit arts and culture organizations, and residents who together have turned the area into a vibrant place to work, live, and visit. In January of 2014, Town Council established the “Foreside Forums” to learn how town government could best extend its assistance to the community in supporting the area’s on- going success, and to provide the community with an opportunity to share ideas

The first forum solicited public opinion on what was going well in the Foreside district. The report reports that there was there was a high degree of support for “organic” growth. Participants felt strongly about “keeping Foreside walkable, affordable, and retaining its authentic character, while enhancing the area’s gateways, connections to the waterfront connections, and park spaces.”

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The other forums organized participants into four groups which focused on:

- Parking, transportation, and circulation
- Housing
- Business uses
- Public land and infrastructure

Some highlights include the following comments:

- *“Long term residents want to continue living in Kittery“*
- *“Residents are more important to Kittery than the tourists”*
- *“Learn Lessons of What Not To Do From Portsmouth -- Parking, Large Buildings, etc.”*
- *Maintain Affordable/ Low Income Housing(Portsmouth Lesson)*
 - *Artist’s housing*
 - *Employees, Elderly*

As a follow up to the Foreside Forums, a group of Foreside residents and business owners met in April of 2016 and developed a vision statement for the future of the Foreside district. They presented this vision to the Comprehensive Plan Update Committee. The CPUC voted to incorporate the Foreside Vision into the Town-wide Vision as they deemed it completely consistent with discussions regarding this area during the Comprehensive planning process.

Vision for Kittery Foreside

4/2016

The Foreside is a thriving, historic neighborhood that includes Maine’s earliest working waterfront. We envision a future for the Foreside that benefits the entire town by:

- Maintaining the historic, working-class character and scale of the Foreside;
- Preserving Foreside building stock by adopting a preference for creative or adaptive reuse of existing buildings;
- Ensuring the availability of integrated workforce housing in the Foreside;
- Encouraging walking and biking in the Foreside;
- Preserving the Foreside’s working waterfront;
- Protecting and expanding green space in the Foreside.

FOUR-YEAR GROWTH MANAGEMENT PROGRAM
EVALUATION, MAINE STATE PLANNING OFFICE,
MARCH 2011

The recommendations in the Comprehensive Plan take into account state and regional goals and meet the State of Maine’s Land Use requirements.

STATE OF MAINE GOALS

The Growth Management Act includes ten state goals “to provide overall direction and consistency to the planning and regulatory actions of all state and municipal agencies affecting natural resource management, land use, and development.” (30-A MRSA §4312). Recommendations made in this Comprehensive Plan are

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consistent with these goals. See Appendix for a more detailed listing of State requirements.

- A. To encourage orderly growth and development in appropriate areas of each community and region while protecting the State's rural character, making efficient use of public services, and preventing development sprawl
- B. To plan for, finance, and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development
- C. To promote an economic climate which increases job opportunities and overall economic well-being
- D. To encourage and promote affordable, decent housing opportunities for all Maine citizens
- E. To protect the quality and manage the quantity of the State's water resources, including lakes, aquifers, great ponds, estuaries, rivers, and coastal areas
- F. To protect the State's other critical natural resources, including without limitation, wetlands, wildlife and fisheries habitat, sand dunes, shorelands, scenic vistas, and unique natural areas
- G. To protect the State's marine resources industry, ports, and harbors from incompatible development and to promote access to the shore for commercial fishermen and the public
- H. To safeguard the State's agricultural and forest resources from development which threatens those resources
- I. To preserve the State's historic and archeological resources; and
- J. To promote and protect the availability of outdoor recreation opportunities for all Maine citizens, including access to surface waters

STATE COASTAL POLICIES

- To promote the maintenance, development, and revitalization of the State's ports and harbors for fishing, transportation, and recreation
- To manage the marine environment and its related resources to preserve and improve the ecological integrity and diversity of marine communities and habitats, to expand our understanding of the productivity of the Gulf of Maine and coastal waters, and to enhance the economic value of the State's renewable marine resources
- To support shoreline development that gives preference to water-dependent uses over other uses, that promotes public access to the shoreline, and that considers the cumulative effects of development on coastal resources

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- To discourage growth and new development in coastal areas where, because of coastal storms, flooding, landslides, or sea-level rise, it is hazardous to human health and safety
- To encourage and support cooperative state and municipal management of coastal resources
- To protect and manage critical habitats and natural areas of state and national significance, and to maintain the scenic beauty and character of the coast, even in areas where development occurs
- To expand the opportunities for outdoor recreation, and to encourage appropriate coastal tourist activities and development
- To restore and maintain the quality of our fresh, marine, and estuarine waters to allow for the broadest possible diversity of public and private uses
- To restore and maintain coastal air quality to protect the health of citizens and visitors, and to protect enjoyment of the natural beauty and maritime character of the Maine coast
- Southern Maine Regional Planning Commission, **Regional Efficiency and Economic Development Analysis for the Towns of Kittery, Eliot, York, South Berwick, Berwick, Wells and North Berwick**, February, 2010.
- Sustain Southern Maine, **Kittery Pilot Community Technical Workshop, Kittery Foreside/Kittery Crossing Pilot**, February 11, 2013 and March 2013.
- **Master Plan for Athletic Fields**, Kittery ME, Weston and Sampson, 2015.
- **Town Report (2013-2014)**:
http://www.kitteryme.gov/Pages/KitteryME_WebDocs/Town%20Reports/Town%20Report%202013-2014.pdf
- **Stormwater Management Plan : 2013-2018 Plan**
- **Climate Change Adaption Report: Georgetown, Maine**, prepared by Georgetown Conservation Commission, 2015
- **Overview of Shore and Harbor Projects**-September 2013, Town of Kittery Maine, Department of Public Works
- **Quality Improvement Plan for Kittery's Shore and Harbors (2014)**, Wright-Pierce
- **Route 1 Bypass Bicycle & Pedestrian Plan (2015)**
- **Stormwater Program Management Plan for York County MS4s** (Berwick, Eliot, South Berwick, Kittery and York, ME), Permit

ADDITIONAL PLANS INCLUDE THE FOLLOWING

The following additional relevant planning documents were also reviewed.

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Years 1 through 5 (July 1, 2013 to June 30, 2018) Submitted to Maine DEP December 2013 Revised February 4, 2014 (to address MEDEP Comments)

- **Kittery DPW Project Updates**
http://www.kitteryme.gov/Pages/KitteryME_DPW/DPWPROJECTUPDATES

Sewer Infrastructure and Expansion Projects:

- http://www.kitteryme.gov/Pages/KitteryME_Projects/sewerprojects/
- http://kitteryme.gov/Pages/KitteryME_Planning/Kittery_Sewer_Line_Map.pdf
- ***Kittery Water System Master Plan***, Sept. 2010. Wright-Pierce.

Kittery Schools, District Profiles:

- <http://www.kitteryschools.com>;
<http://www.kitteryschools.com/district-profile>
- **Maine Department of Education:** [http://www.maine.gov/doe/PlanningDecisions, Inc., Best Fit Model \(1/26/2009\)](http://www.maine.gov/doe/PlanningDecisions,Inc.,BestFitModel(1/26/2009))
- Maine Department of Education, **“A Snapshot of Education in Maine,”** <http://maine.gov/doe/inside/snapshot.html>
- ***Town of Kittery Fort Foster Park 5-year Management Plan (2004-2008)***. Kittery Parks Commission, Town of Kittery.
- ***Fort Foster Park, 5-Year Management Plan 2004-2008***

- ***Kittery Town Code:***
http://www.kitteryme.gov/Pages/KitteryME_TownCode/index
- ***Town of Kittery Budget***, Fiscal Year 2017

INVENTORY AND ASSESSEMENT OF EXISTING RESOURCES

Information was collected for the following ten (10) Topic Areas :

- History, Historic/Archaeological Resources
- Natural Resources, Water Resources, Agricultural & Forest Resources, Recreation and Open Space
- Population & Demographics
- Economy
- Housing
- Transportation & Circulation
- Public Services & Facilities
- Marine Resources
- Fiscal Capacity
- Land Use

An inventory and assessment of existing conditions was undertaken by:

- attending guided tours of Kittery and the Portsmouth Naval Shipyard
- site visits of key locations
- research and compilation of existing data
- review of Town documents and other relevant planning documents

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- more than 30 leadership interviews of Town Department Heads, members of Town Committees and Boards, as well as other relevant individuals

See Volume II: Inventory and Assessment of Existing Conditions for full documentation

SUMMARY OF KITTERY VOICES: PUBLIC PROCESS

Kittery’s residents, business owners and town officials were invited to participate in a variety of forums including town-wide public workshops and on-line forum, a survey, and interviews with a range of individuals. Their input was used to develop the vision and goals. This then formed the basis for the Comprehensive Plan.

The goals of the public process included:

- Identify critical issues
- Define shared goals
- Establish priorities for the future
- Build support for Plan

See Volume III: Summary of Public Input for a full documentation of public comment in these and other forums (Including in an on-line forum and a survey).

UPDATING THE PLANNING PROCESS

Kittery has experienced some important changes since the last Comprehensive Plan update. Included amongst these are:

- **Kittery Community Center:** an extremely popular and successful institution offering recreation and other programming to Kittery residents.
- **Foreside and Gourmet Alley:** This area of town has been transformed into a sort of downtown for Kittery offering a variety of both culinary as well as cultural and artistic options.

These were needs identified in the previous Plan. They have now to a large degree been implemented .

However, noteworthy is the fact that many of the recommendations found in this Comprehensive Plan were also present in the 1999 (adopted in 2000) Comprehensive Plan. Some of the strategies included in that Plan have been implemented, others are underway, and still others are not.

Why do we consider it important to re-introduce some of these strategies? Many are worthy of repeating because they are still relevant or they are on-going efforts that need to be part of the Town’s Plan. Others were not implemented but sometimes factors such as the economy, regional trends, degree of political will, and changes in public attitude are enough to make the conditions “ripe” for reconsideration. These changes include:

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- A significant increase in the elderly population;
- An increase in the public’s interest in non-automotive forms of transportation because of an increased awareness; and
- An interest in the three best practice key planning principles (see next page)
- An increase in the awareness and desire on the part of may residents to take better care of the environment and prepare for the potential impacts of sea level rise and climate adaptation.

THREE BEST PRACTICE PLANNING PRINCIPLES

New policy initiatives included in the Comprehensive Plan or in Kittery’s Town Code should strive to be grounded in principles of sustainability. Broadly, sustainability is a concept that recognizes the **interrelatedness** of the energy, environmental, economic development, and civic health of the Town, and the importance of ensuring that future generations can enjoy the resources that exist in Kittery today.



The following Comprehensive planning principles will be used to

evaluate recommendations throughout the Plan, whenever relevant.

ENVIRONMENTAL STEWARDSHIP

Kittery needs to prepare for the potential impacts of climate change, sea level rise, and to preserve wildlife habitat.

- Do the recommendations support a long-term sustainable future and stewardship of natural resources, including land preservation?
- Do recommendations promote the use of renewable energy sources throughout Town?
- Do they promote sustainable land use patterns?
- Are there recommendations regarding how the Town can lead by example including ways in which municipal facilities and services can be more environmentally-sensitive?
- Are there recommendations regarding how the Town can encourage private property owners to adopt more sustainable measures?

HEALTH AND WELLNESS

The Plan should promote the health and wellness of Kittery’s residents and of the community as a whole.

- Do recommendations promote the health and wellness of the people who live, work and play in Kittery?
- Do they support the health of the community as a whole?

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- Do they provide opportunities for fitness as a part of everyday life, healthy lifestyle choices, support the recreational needs of all ages, opportunities for life long learning and the building of social capital?
- Do they support the creation of safe and accessible public spaces for various ages and abilities?
- Are there recommendations that address the specific needs of different age groups (especially those of youth and of the elderly)?

ECONOMIC AND SOCIAL VITALITY

The Plan should support the long-term economic and social vitality of Kittery.

- Do the recommendations promote the Kittery’s ability to support a diverse community?
- Do they protect and promote Kittery’s unique historic resources?
- Do they foster a strong local economy, local agriculture and food production, and also protect water dependent businesses?
- Do they protect Kittery’s unique culture?
- Do recommendations support municipal investment in critical infrastructure to support and encourage desired development in desirable locations?
- Are there provisions to encourage and include the continued engagement of Kittery’s residents in determining the character of their community and in

determining its future direction by being involved in decision-making regarding the Town’s future development?



PLAN FOUNDATION

PLAN FOUNDATION

The Comprehensive Plan, and in particular its Implementation Plan, has been built upon a two-part foundation. First, a set of guiding principles, developed through an extensive engagement process, resulted in a **VISION and GOALS** for realizing this vision. Second, an assessment of Kittery’s existing resources identified **KEY ISSUES, OPPORTUNITIES and CHALLENGES**. Combined, these generated a set of goals and objectives that form the core of the Implementation Plan. The following chapter summarizes the two parts of this foundation, and defines the resulting **GOALS AND OBJECTIVES**, a way of setting the stage for the Implementation Plan chapter that follows.



Town-wide Public Forum: March 12, 2016 at STAR Theatre

VISION AND GOALS FOR THE FUTURE

The vision and goals for Kittery’s future were determined by a set of guiding principles, developed through a public engagement process, or “community conversation,” that spanned the length of the planning process (fifteen months), and involved hundreds of Kittery residents, elected officials and town staff members. A listing of the forums, meetings, workshops, and social media outlets appears in the box on the next page. The purpose of this engagement process included:

- Identifying critical issues

- Defining shared goals
- Establishing priorities for the future
- Building support for Plan

PUBLIC ENGAGEMENT PROCESS

A set of the underlying themes and sub-themes emerged from this public engagement process, and these helped to define the

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VISION FOR THE FUTURE OF KITTERY

IMAGINE... a Kittery whose character is protected by the preservation and adaptive reuse of its **historic buildings**, the control of the scale of redevelopment so that it is in keeping with the historic charm of the Town and a promotion of the Town's history.

IMAGINE... a **Foreside district** that is a thriving, historic neighborhood that includes one of Maine's earliest working waterfronts. A Foreside that maintains the historic, working-class character and scale and preserves its building stock by adopting a preference for creative or **adaptive reuse** of existing buildings. **Workforce housing** is integrated in the district. Walking and biking is safe and pleasant and there are more green spaces to enjoy as well as the **working waterfront**.

IMAGINE ... a Kittery where its beautiful and treasured **natural features** are preserved and protected and where enjoyment is enhanced through increased access to these for both passive and active **recreation**. Recreational activities are managed so as to prevent negative impacts on the environment, the season at Fort Foster is extended and programming at the Kittery Community Center is even more developed. Enjoyment of the water is enhanced by increasing **public access to the water**, cleaning up Spruce Creek, and providing shuttle service to Portsmouth from the Town Pier at Foreside.

IMAGINE... a Kittery that plans for the future of its **environment** by implementing **resilient** and leading by example so that all town-owned buildings use renewable sources of energy, and the Town provides incentives for the use of renewable energy sources. A Kittery that **prepares for the potential impacts of the expected rise in sea level** due to climate change.

IMAGINE... a Kittery that preserves its **sense of community**, the sense of peace and quiet, but also the **diversity of places** that make up the Town. It feels more unified and less separated as multiple **ways of getting around Town** are more available. **Traffic** congestion is lessened and **Walking** and **biking** is made safe and pleasant. A **town shuttle** helps to better connect people as do the additional places to gather and run into one another.

IMAGINE... a Kittery that while improving and growing is able to retain a **diverse socio-economic** mix of residents by providing **affordable, workforce housing** and by creating **jobs** with adequate wages and salaries, resulting in a **sustainable** community.

IMAGINE... the **economy** of Kittery more diversified as it retains existing and supports additional local businesses, where the existing businesses are redeveloped into more pedestrian-oriented mixed-use developments that incorporate more natural features and that are able to be more economically viable, **sustainable**, and in keeping with evolving expectations of shoppers.

IMAGINE... a Kittery that has a continuing **relationship with the Portsmouth Naval Shipyard**, and traffic, noise and light impacts created by activity in the shipyard are reduced as a result of working together to mitigate these.

IMAGINE... a re-imagined, twenty-first century **library** and a **school system** where students are consistently recognized for their success in the community and nationwide because these institutions provide top quality education, opportunities for life long learning, and enrichment programs.

IMAGINE... that all these improvements are made in a systematic way with significant **community engagement** in the decision-making process led by a **town government** that is respectful, transparent and civil in its discourse. A **shared vision** and **ordinances** that support the goals embodied in the vision are clear and easy to enforce.

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plan vision and goals. A summary of these, along with “Kittery Voices” (found in colored boxes) appears below. For more detailed documentation of participants’ comments in these and other forums, please see **Volume III** of the Comprehensive Plan.

MAJOR UNDERLYING THEMES

Three major underlying themes arose from the public engagement process, taken as a whole:

PRESERVE TOWN CHARACTER

- Preserve open space and other natural features, working waterfront, and historic buildings -- while guiding additional development to desirable locations.
- Ensure that the diversity of people in terms of socio-economics can continue to live in Kittery (affordable housing and jobs)
- Support the diversity of land uses that make up the Town (“wild” landscapes, Foreside, outlets, working waterfront, quiet residential neighborhoods, etc.)

INCREASE AND IMPROVE CONNECTIONS

- Safer and more pleasant walking and biking physical connections
- Communication and access to information
- Provide more opportunities for social connections by providing opportunities for community gathering (through an enhanced Foreside, a 21st century library, expanded programming at the KCC, increased public space on the water, and improved walking and biking infrastructure)

GOALS

To protect the town’s character by preserving and protecting **HISTORIC FEATURES, AND CULTURAL AND ARCHAEOLOGICAL RESOURCES** and promoting an awareness of the Town’s unique history

To protect Kittery’s **NATURAL RESOURCES** including watershed, fresh water, wetlands and vernal pools, agricultural and forest resources, open space and recreation

To support desirable **ECONOMIC DEVELOPMENT**, reduce dependence on Portsmouth Naval Shipyard, and increase the Town’s tax base while also providing local jobs

To provide a range of **HOUSING** types to meet the needs of individuals throughout the lifecycle and to support residents with a diversity of incomes

To improve safety and ease of **GETTING AROUND TOWN** and better connect the “pieces” of Kittery. Also provide safe and pleasant alternatives to automobile travel with safe and pleasant bike and walking paths

To protect the Town’s **COASTLINE**, the working waterfront, and ensure appropriate access and enjoyment of the water while protecting it from environmental impacts

To improve **TOWN GOVERNANCE**. Provide quality **MUNICIPAL FACILITIES and SERVICES**

To ensure that regulations support the desired **LAND USES**

To establish short, medium and long term plans to address the effects of climate change for **COASTAL COMMUNITY RESILIENCE**, and to transition to low and zero impact energy methods

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PUBLIC FORUMS

- 3 town-wide public forums
- 1 on-line survey
- continuous on-line conversation
- website
- teen visioning session
- XXX Steering Committee meetings
- 4 Joint Workshops: Planning Board/Steering Committee
- Meetings with Town Department Heads
- 32 leadership interviews

PROMOTE A MULTI-GENERATIONAL KITTERY

- Wholesome activities for youth (including improved and increased recreational opportunities, safe ways of getting around town and more youth involvement in planning for the future)
- Support healthy aging in place (with affordable housing appropriately sized and located for seniors, as well as activities and transportation geared to this population)
- Provide opportunities for multi-generational activities

“Keep our identity distinct from that of Portsmouth.” – public forum participant (March 12, 2016)

SUB-THEMES

Participants in the public engagement process identified several specific sub-themes.

- Participants expressed a strong appreciation for the **NATURAL** setting of the Town and a desire that efforts to preserve these features be made, including:
 - Open space and rural character
 - Working waterfront and waterfront views
 - Sea Point Beach
 - Brave Boat Harbor
 - Rachel Carson National Wildlife Refuge
 - Spruce Creek (clean)
 - Pepperrell Cove
- Related to the desire to protect the natural features was an appreciation of active and passive **RECREATIONAL** opportunities and a desire for more:
 - Fort Foster/Fort McClary
 - Rogers Park
 - More public access to the water
 - Kittery Community Center
- There was a strong desire to plan for climate change and become more **SUSTAINABLE** as a Town including:

“Build a business environment and infrastructure that should support continued growth in a structured way.” – on-line community conversation participant

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- Becoming an example of carbon neutrality
- having all town owned buildings use renewable energy sources (e.g. solar)
- provide local tax credits for use of solar energy
- A strong appreciation of the **HISTORY** and historic character of Kittery, including:
 - Preservation of historic buildings
 - The role of the Portsmouth Naval Shipyard
 - Preservation of the scale of buildings as a way of preserving the Town’s character
- Participants spoke of the **SENSE OF COMMUNITY** they experience and treasure living in Kittery and the sense of “peace and quiet” they would like to preserve. They also appreciated the **“DIVERSITY OF PLACES,”** that make up Kittery including the distinct neighborhoods, waterfront, Foreside, outlets, natural areas.

“I like that there are both wild areas and refined cultural spaces.”
- Enthusiasm was expressed for the recently revitalized **FORESIDE** district with an expressed desire to enhance the district’s character by:
 - Improving parking
 - Encouraging more small, local business and artists
 - Ensuring that any new development/redevelopment be contextual

“Kittery is uniquely charming.”

TEEN VOICE: MAY 20, 2016 - TRAIIP ACADEMY

TEEN FAVORITES:

- Historical Sites (Forts, etc.)****
- Beaches*
- Small Community*
- Accepting Local People*
- Clean Environment*
- Forests and scenic beauty**
- Not Too urban
- Shipyard
- Food
- Kittery Block Party
- “Wood Island”
- Outlets
- Open Space to Build on
- Small School

TEEN LEAST FAVORITES:

- Not “Green”/Pollution*
- Culture of community
- Motels on by pass (Attracting drug dealers and crime)
- Poor Maintenance @ Athletic Fields (Need Improvements)
- Lack of athletic fields/space. (Need Expansion)**
- Shipyard/236 Traffic***
- Road conditions*
- Town Council
- Tourist Attractions
- Wasting land that is for animals
- No “Teen” places

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- The **WORKING WATERFRONT** was felt to be a significant unique feature of the Town and a strong desire was expressed to preserve this. The fishing industry was mentioned as important to consider in future planning.
- The number one most frequent response to the question, “if you could do one thing to improve Kittery, what would it be?” was improve **PEDESTRIAN AND BICYCLE** infrastructure to support walking and biking. Additionally, automobile **TRAFFIC** was a concern (especially as it related to the shipyard) and a desire for a **TOWN-WIDE SHUTTLE** ranked high on the list. **PARKING**, especially in the Foreside area, was perceived as being a significant issue.
- A recognition that the Town’s population is relatively **DIVERSE**, socio-economically speaking, and that providing affordable housing and the creation of jobs with “thriving wages and salaries” will be the only way to support this economic diversity in the future.
- Some discussion regarding the negative impacts of the **PORTSMOUTH NAVAL SHIPYARD** and a desire to work on mitigating these, namely noise and light pollution and traffic.
- The most referenced **PUBLIC FACILITY/SERVICE** identified for improvement was the **LIBRARY** (and a desire that its plan

“Kittery will increasingly be a magnet for people to live and start businesses, so how do we harness this without losing the qualities that make it a great place to live and work?” -public forum

for the future be finalized and implemented), followed by the **SCHOOL SYSTEM** (a desire for improvement to the system and its reputation).

- There was much discussion regarding a desire to improve **TOWN GOVERNANCE** including a desire for increased respect, transparency and civility. Additionally, some felt that there is a need for a unifying vision and for the town codes to support this vision and to be better enforced.
- Much enthusiasm was expressed for the public forum itself and for what it represented, that is, an opportunity for public discourse and **COMMUNITY ENGAGEMENT IN MAKING DECISIONS** that will help to shape the Town’s future. Many called for more proactive planning, citizen-led planning efforts and improved communication. Some wished to involve more youth in town government.

“I love where I live!! I want to own a home here... but am concerned about affordability.”

KEY ISSUES, OPPORTUNITIES AND CHALLENGES

In addition to the vision defined through the public engagement process, an assessment of Kittery’s existing resources helped shaped the goals and objectives for realizing this vision. A summary of this inventory can be found in the next chapter of the plan; full documentation of this inventory appears in **Volume II** of the plan.

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HISTORIC, CULTURAL AND ARCHAEOLOGICAL RESOURCES

- While residents strongly value the town's historic resources and recognize their impact on the character of the town, many residents are unaware of the extent to which they fuel the local economy.
- Kittery retains historic buildings and landscapes from throughout the town's over-350-year history, and many of these resources have been preserved. Others, however, have been severely compromised or altogether lost.
- While Kittery has listed several properties and districts to the National Register of Historic Places, many more historic buildings and landscapes have not been recognized as such. However, the town also lacks a comprehensive inventory of historic resources, or a plan for preserving them.
- The town lacks a volunteer-based entity to serve as a watchdog for historic resources.
- The town has no official single repository for historical materials.
- The town's military history, a significant part of Kittery's past that draws tourists from across the country, is not being utilized to its full potential to attract tourists.
- The town has not taken advantage of state-sponsored programs that promote and fund preservation of historic and cultural resources.
- The town's many scenic views, incorporating both historic and natural resources, are currently unprotected by town ordinances. By protecting the town's scenic viewsheds, through proactive and creative development regulations (including regulation of fence heights), Kittery can help retain these important visual assets.
- The town's youth are largely uninvolved in efforts to preserve Kittery's historic and cultural resources. By sustaining and expanding upon existing education programs, local youth can develop a greater appreciation for local history, and go on to serve as advocates.
- By supporting the local visual and performing arts community, Kittery can fuel the growth of this important piece of the local economy.

NATURAL RESOURCES AND RECREATION

- Kittery's topography, soils and associated wetlands, as well as shallow depths to bedrock, place limits on the extent of development possible.
- Farmland has all but disappeared in Kittery. Opportunity exists to adopt regulations limiting the amount of farming

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soils that can be removed from a property, as a means of preserving existing agricultural lands town-wide.

- Wells currently supply drinking water to many Kittery homes, making preservation of groundwater and aquifer quality critical to the health of the community.
- Opportunity exists to protect Kittery’s many unique natural areas, including natural communities, habitat focus areas, and essential habitats, while at the same time preserving individual property-owners’ rights, through negotiation of easements and restrictions on wetlands and farmlands; purchase of unprotected open spaces; and creation of buffers between developed lands and preserved open spaces.
- Opportunity exists to improve the quality of Spruce Creek through future redevelopment efforts at the Kittery Outlet area.
- The quality of Kittery’s recreation areas, including parks, playing fields, and beaches, is negatively affected by dog and horse waste left by pet owners. Several options are available for controlling and processing dog waste in public open spaces.
- The draft *Athletic Fields Master Plan* proposes a phased approach to field management and expansion, and opportunity exists to implement this plan, as needed and financially feasible.
- Opportunity exists to create a well-documented non-motorized trail system that runs continuously throughout the town, including conversion of the old trolley bed to a recreational pathway.
- Opportunity exists to re-visit the existing firearms ordinance so that residents feel safe, while at the same time hunters may continue to pursue their activity.
- Through the creation and implementation of a sustainability plan, Kittery can conserve energy, protect water quality, and ready itself for the impact of rising sea levels.
- Opportunity exists to protect Kittery’s visual and scenic qualities, including its scenic roads, while at the same time preserving individual property-owners’ rights.

ECONOMY

- Kittery has a unique mix of business types and economic development areas that support a relatively large labor force for the size of the town.
- As it stands today, the area around the Outlet Mall continues to be successful despite a slight uptick in vacancies.
- Residents and businesses recognize the value of the Foreside. The Town should continue to foster, encourage, and invest in the success of this area.

PLAN FOUNDATION

- The primary employers in Kittery are manufacturing and retail businesses, but the majority of Kittery residents are employed in the healthcare, professional services, and retail sectors.
- The Town should work with local landowners, business groups, and brokers to promote the location and amenities the existing Business Park has to offer.
- Within the healthcare employment sector, the number of businesses and number of employees have been increasing in Kittery.
- The PNS employers over 5,000 workers.
- The increasing senior population in Kittery will need housing appropriately designed, sized, and located to accommodate this growing population.
- Since 2005, a majority of the new housing built has located north of Spruce Creek to the east of Route 1, and in the area north of Route 101 and west of Route 1, with the predominate development pattern being single-family subdivisions with houses on large lots.
- It will be important to determine if the current lot area minimums in the zoning districts covering the no/limited growth areas are effective.
- The dimensional requirements in Kittery’s zoning are designed in such a way as to discourage larger multi-family buildings in some of the key areas residents would like to see them of a larger size and scale are not being built in Kittery.

HOUSING

- As housing demand grows and prices increase, it will be important for the Town to consider ways of increasing access to affordable housing.
- While many new single-family homes have high price points and tax bills, the more compact development pattern found in locations such as the Foreside actually produce more property taxes per acre than homes in areas such as Gerrish Island.
- There is a need to address housing challenges for foreign students working seasonally at Kittery businesses.

TRANSPORTATION

- Kittery is the largest work destination for Kittery residents and for residents in the KACTS communities. Traffic backing up into residential neighborhoods during the daytime shift change is a major issue.
- The number of trips for all travel modes in Kittery has increased since 2000, except for the drive alone trips, which have decreased. In Kittery, the number of workers who worked at home almost doubled since 2000.

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- Kittery has 73.42 miles of roadways, including Interstate 95. The interchanges have a significant impact on existing and future land use and development. Interchanges occupy many acres of land that are unavailable for development and/or local circulation.
- Recently built residential developments on the northern side of Kittery (for example, off of Haley Road) are characterized with long dead-end streets (cul-de-sacs), which limit access and prevent connectivity to the roadway network.
- Most of the roadway segments experienced a decrease in ADT volume between 2010 and 2013. ADT on Shapleigh Road increased up to 22% during this period.
- When I-95 experiences congestion, particularly during summer months, local roadways experience congestion and are used as cut-throughs.
- With the recent addition of new restaurants and shops, parking demand has increased in the Foreside area. A Town-wide Parking Management Plan would help evaluate parking supply, demand and utilization in Downtown Kittery and commercial areas and may improve parking efficiency.
- The *Sidewalk Condition Report*, which includes inventory of sidewalks, has not been updated since 2000.
- Developing a Complete Streets policy would accommodate all modes of transportation and make streets attractive and safe which would encourage more pedestrian and biking activities.
- Kittery does not participate in the MaineDOT Safe Routes to School (SRTS) Program.
- In Kittery, COAST provides year round limited transit services. Out of five COAST routes, four are express commuter routes.
- The existing public transit services in Kittery are mainly commuter services that serve the PNS.
- Paratransit service, ridesharing programs and van services are available to Kittery residents through various organizations.

MARINE RESOURCES

- Demand for access to the waterfront and for boating access is consistently high, and at peaks times, can be greater than the ability of existing landside facilities and moorings to meet.
- Storm winds and waves limit opportunities for additional moorings in exposed areas such as Fort Foster. The floats are vulnerable to damage during storms.
- As a coastal community with a densely-developed shoreline, extensive waterfront recreational areas, and a working waterfront, Kittery is going to experience direct impacts from sea level rise.

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- A significant portion of the available parking at Pepperrell Cove is in a lot across Route 103/Pepperrell Road.
- The Town-operated mooring facilities at Pepperrell Cove and Traip Academy are heavily used, there is a 12-15 year waiting list for moorings, and there is no available space at these locations for installation of additional moorings.
- Boaters, particularly visitors to Kittery, who want to kayak or sail on the Piscataqua should be made aware of tides and currents.
- Portsmouth is upgrading its Pierce Island treatment plant but the facility will bypass stormwater from secondary treatment during wet weather.
- However, Water quality in Spruce Creek and its watershed is threatened by development pressure in the watershed, and there are no restrictions on pesticide and fertilizer use.
- There are concerns about the impacts the users have on the waterfront areas and parks, with the issue of dog waste (and also horse waste at Rogers Park) a primary concern.
- Residents are divided on whether to build facilities, e.g., parking, for increased usage of certain parks.
- There is at present no fixed location public pumpout facility from Great Bay to the Portsmouth Harbor entrance, thus it can be difficult for boat owners to dispose of waste in an environmentally responsible fashion.
- Long-term siltation in Pepperrell Cove and a lack of dredging have decreased available water depths, limiting the draft and size of boats able to access the moorings and piers.
- The town's many scenic views, including views of the water, are currently unprotected by town ordinances.
- Due to underlying soil conditions, septic system failures have been reported in areas near the border with York, ME, an area considered as high-value for land conservation, and one also facing development pressure.

PUBLIC FACILITIES AND SERVICES (FISCAL CAPACITY)

- Kittery's population has been relatively stable over the past couple of decades, with a slight tendency towards declining, evident since 1970. An increase in the Town's population could affect the facilities and services needed.
- Kittery is an aging community. Between 2000 and 2014 residents age 55 to 64 increased by sixty-five percent (65%), and the number of elderly residents is expected to continue to increase.
- Kittery has adequate to very good public buildings, has done a fairly good job at maintaining its public buildings and with few exceptions there is adequate space to serve the existing population as well as any predictable (slight) future increase.

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- There is an adequate amount of public meeting space available at the Town Hall, the public schools, the Library and the Community Center.
- The Kittery School Department operates three school buildings, and currently the schools can comfortably accommodate enrollments with additional capacity for any future increases in the student population.
- The Rice Public Library, Kittery Community Center, Town Hall, public piers, and possible public gathering spots in the Foreside are important to maintain and enhance towards this end.
- Kittery has a variety of indoor and outdoor recreational resources including The Kittery Community Center, 4 public piers, parks, beaches, conservation lands, playgrounds and athletic fields.
- An increasing awareness regarding healthy living has resulted in more people interested in making fitness a part of everyday life. This results in a higher demand for recreation, both passive and active, for all ages.
- As the population ages, it will become important to provide more services geared to elderly residents.
- The Police Station facility is more than adequate to meet current and future needs in terms of space, but the Department may need to add staff to reflect the large day-time population which includes tourists (seasonal), shoppers (outlets), and employees (PNS).
- As it becomes increasingly difficult to recruit volunteers, the Fire Department should consider strategies such as regionalization, establishing a partial professional fire fighting staff, among other strategies.
- The Rice Library, a beautiful historic building, has experienced an increase in usage over the past years while simultaneously facing space shortages and other obstacles to efficient functioning. A decision must be made regarding how to modernize the Rice Library either by constructing an addition to the existing building or by creating a new facility on another site.
- The demise of printed media combined with the lack of a local newspaper has resulted in the reliance and high usage of cable TV, social media and community bulletin boards for communication.
- Kittery's economy has a strong relationship with the Portsmouth Naval Shipyard.
- It will be important to guide development, both residential and commercial, to desired locations through the provision of utilities and services.
- While Kittery has taken steps to be mindful of the environment, it is important to be more proactive regarding

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the implementation of sustainability measures, especially with regard to sea level rise and climate adaptation.

- Kittery is currently in sound fiscal health.
- The Town needs to consider ways to increase its local valuation so that it can maintain its public facilities and continue to provide services at the current level.

LAND USE

- Since the completion of the 1999 Comprehensive Plan, 74 percent of residential development occurred in the Rural and Rural Conservation zoning districts.
- Kittery's current zoning code does not lead to the desired development and preservation outcomes as stated in the 1999 Comprehensive Plan, and are in some cases the code does not support the goals of this Comprehensive Plan process.
- The Business Park zoning district is envisioned to create a "high quality park-like setting for both businesses and residents," but the zoning performance standards make that vision very challenging to accomplish.
- The Mixed Use district along the northern segment of Route 1 has similar challenges to the Business Park District with respect to creating a true mix of uses.

- Current use restrictions, performance standards, and dimensional requirements in certain zoning districts do not match with the purpose statement of the district.
- While the Outlet Malls are currently a viable tax generating commercial use in Kittery, questions have been asked throughout the Comprehensive Plan process about their long-term viability and potential need for future adaptation if the retail market changes.
- The Foreside is arguable one of Kittery's most successful development areas, and one of its most beloved. The mix of walkable retail, restaurants, small businesses, and residences provides the quintessential New England character to this part of Kittery. However, there are challenges with balancing economic development, housing demand, and building design that is attractive and similar in character with existing buildings.
- Contrary to what the 1999 Comprehensive Plan called for, the majority of residential development constructed after 1999 is located north of Spruce Creek on the east and west sides of Route 1. Residents still share the same vision of maintaining as much open space as possible north of the Creek, while minimizing the impact of new development.

COASTAL RESILIANCE

- Average annual temperature across Maine warmed by about 3 degrees F (1.7 degrees C) between 1895 and 2014.

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- Models predicting future climate change developed by the Intergovernmental Panel on Climate Change (IPCC) predict that annual temperature will increase another 3 – 5 degrees F (1.7-2.8 degrees C) across Maine between 2015 and 2050.
- Changes in temperature affect our experience, changing the length and character of each season.
- Climate change models predict that the warm season (defined as when average daily temperature is above freezing) will increase by an additional 2 weeks over the next 50 years.
- As Maine’s summers become warmer and longer, the number of excessively hot and humid days when heat indices rise above 95 degrees F (35 degrees C) are likely to increase.
- The incidence of Lyme disease and other insect-borne diseases is on the rise.
- Changing climate is putting wildlife at risk. Vulnerable species include moose.
- A significant increase in extreme precipitation events (more frequent and intense storms) has been observed across Maine, especially in coastal communities.
- The total amount of accumulated snow is predicted to decline, however, extreme snowfall events with significant accumulations (strong nor’easters) are likely to increase in frequency.
- The impact from intense storms may result in costly repairs to roads and infrastructure.
- Intense rain storms can sometimes lead to storm water run-off which may carry pollutants that could affect pollution levels of lakes and streams
- Longer growing seasons, extreme precipitation events and greater variability in the weather offer both opportunities and challenges to Maine’s farmers.
- The longer summers may represent an opportunity for residents to enjoy warm weather activities for longer, but simultaneously the excessively hot days pose a public health hazard especially to the young and elderly.
- The unreliability of winter weather means that seasonal events and activities, many linked to local economies, are often negatively affected.
- Changes in the temperature and acidification of the ocean’s water is affecting marine species habitat. These changes are expected to continue to affect the fishing industry.
- Flood zones have moved inland as a result of larger and more frequent storms. Increased frequency of flooding poses a threat to property and potential harm to humans.

PLAN FOUNDATION

COMPREHENSIVE PLAN GOALS AND OBJECTIVES

The foregoing vision and assessment of existing conditions resulted in following nine goals and accompanying objectives that form the core of the Implementation Plan that follows.

1. HISTORIC, CULTURAL, AND ARCHAEOLOGY RESOURCES GOAL

TO PROTECT THE TOWN’S CHARACTER BY PRESERVING AND PROTECTING HISTORIC FEATURES AND ARCHAEOLOGICAL AND CULTURAL RESOURCES, AND PROMOTING AN AWARENESS OF THE TOWN’S UNIQUE HISTORY AND CULTURE

- Objective 1.1.** Protect historic and archaeological resources
- Objective 1.2.** Promote Kittery’s history
- Objective 1.3.** Support and nurture Kittery’s community of working artists

2. NATURAL RESOURCES, OPEN SPACE AND RECREATION GOAL

TO PROTECT KITTERY’S NATURAL RESOURCES INCLUDING WATERSHED, FRESH WATER, WETLANDS AND VERNAL POOLS, AGRICULTURAL LANDS, FOREST RESOURCES, OPEN SPACE AND RECREATION

- Objective 2.1.** Protect and preserve critical open spaces for passive recreation, visual impact and preservation of wildlife

habitats, coastal (saltwater) wetlands, freshwater wetlands, and vernal pools

- Objective 2.2.** Increase opportunities for recreation

3. ECONOMIC DEVELOPMENT GOAL:

TO SUPPORT DESIRABLE ECONOMIC DEVELOPMENT, BALANCE THE RELATIONSHIP WITH THE PORTSMOUTH NAVAL SHIPYARD, AND INCREASE THE TOWN’S TAX BASE WHILE ALSO PROVIDING LOCAL JOBS.

- Objective 3.1.** Attract and retain businesses to sustain the vibrant center at foreshore that provides residents and visitors with places to go and spaces to gather
- Objective 3.2.** Continue to promote economic development in areas already identified by the town
- Objective 3.3.** Develop guidelines for the future development of the Route 1 Corridor into a mixed-use pedestrian-oriented area
- Objective 3.4.** Support and maintenance of existing jobs and the creation of jobs for a variety of skills sets and range of salaries
- Objective 3.5.** Attract new businesses to the business park

4. HOUSING GOAL:

TO PROVIDE A RANGE OF HOUSING TYPES TO MEET THE NEEDS OF INDIVIDUALS THROUGHOUT THEIR LIFECYCLE AND TO SUPPORT RESIDENTS WITH A RANGE OF INCOMES

- Objective 4.1.** Attract young people and retain residents with a variety of incomes

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Objective 4.2. Support elderly residents' ability to age in place

5. TRANSPORTATION GOAL:

TO IMPROVE SAFETY AND EASE OF GETTING AROUND TOWN AND BETTER CONNECT THE "PIECES" OF KITTERY. PROVIDE ALTERNATIVES TO AUTOMOBILE TRAVEL WITH SAFE AND PLEASANT BIKE ACCOMMODATIONS AND WALKING PATHS.

Objective 5.1. Address traffic safety and congestion

Objective 5.2. Make walking and biking safe and pleasant

Objective 5.3. Explore ways of providing non-vehicular modes of transportation

Objective 5.4. Explore ways of increasing parking options

6. MARINE RESOURCES GOAL:

To protect the town's coastline, the working waterfront, and ENSURE APPROPRIATE access to and enjoyment of the water while protecting it from environmental impacts

STATE OF MAINE GOAL: To protect the State's marine resources industry, ports and harbors from incompatible development and to promote access to the shore for commercial fishermen and the public.

Objective 6.1. Increase access to the waterfront

Objective 6.2. Promote working waterfront

Objective 6.3. Protect marine resources

7. TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES GOAL:

TO IMPROVE TOWN GOVERNANCE AND PROVIDE ADEQUATE PUBLIC FACILITIES AND SERVICES; INCREASE FISCAL CAPACITY RESPONSIBLY

Objective 7.1. Improve Town governance and its ability to adapt to change

Objective 7.2. Maintain and improve municipal facilities

Objective 7.3. Provide adequate municipal services

Objective 7.4. Maintain and responsibly increase fiscal capacity

8. LAND USE GOAL:

ENSURE THAT THE TOWN'S REGULATIONS SUPPORT DESIRED LAND USES.

Objective 8.1. Update Town Code and apply land use regulations to guide desirable development in appropriate locations

Objective 8.2. Protect the area north of Spruce Creek

Objective 8.3. Sustain and build upon the vitality of the Foreside District

Objective 8.4. Protect the working waterfront

Objective 8.5. Support creative and viable redevelopment of the Route 1 Corridor (Outlet mall area and Rt. 1 By-pass)

Objective 8.6. Explore feasibility of development in the business park

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9. COASTAL COMMUNITY RESILIENCE GOAL:

Establish short, medium and long term plans to address the effects of climate change, including increased storm frequency and strength, coastal erosion and rising ocean levels, and transition of both public and private energy consumption to low and zero impact methods

Objective 9.1. Establish plans to address the effects of climate change.

Objective 9.2. Reduce energy consumption and transition to low and zero impact methods.

Objective 9.3. Provide education and incentives to protect the environment and improve quality of life.



View from Fort McClary State Park

SECTION 2: RECOMMENDATIONS



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INTRODUCTION TO PLAN RECOMMENDATIONS

INTRODUCTION TO PLAN RECOMMENDATIONS

OVERVIEW

In the first meeting with the Comprehensive Plan Update Committee, we asked the members what they would consider to be a successful outcome of the planning process. In different words, all those seated around the table said the same thing – that they would consider the Plan a success if it was able to engage residents to identify their shared values and then to forge enough consensus so that the Plan could be carried forward to implementation.

In the end, the success of any plan will depend on its feasibility, the capacity for the Town to implement and the support town officials and others have moving forward. The implementation plan collates the recommendations and presents them in a format that is useful and useable by those charged with taking action. An attempt is made to assign priorities to strategies with the recognition that these may change due to unforeseen challenges, opportunities or other factors. Therefore, these priorities should be revisited and adjusted as the Town moves forward.

Due to the fact that there may be some disagreement among residents regarding the degree to which government should

manage and be involved in what some see as the jurisdiction of private decision-making, it may take time to gain consensus on some of the recommendations that require local government

This chapter is comprised of the following sections:

INTRODUCTION AND OVERVIEW

- Overview
- Goals
- State of Maine: Growth Management
- Implementation Tools and Capacity
- Regional Cooperation
- Three Best Practice Planning Principles
- Top 25 Key Recommendations
- Concept Map
- List of Ripe Apples (Low Hanging Fruit)

action. This, in combination with the fact that Kittery is a small town with limited resources may mean that some of the recommendations may take more time to implement than may be desired. In this case, we recommend patient, perseverance and above all a continuation of the community conversation. This Plan continues to promote the main theme of the 1999/2000 Comprehensive Plan, that is that *“The guiding principle of the Town’s effort to manage land should be to encourage a development pattern that maintains the historical pattern of a built-up center, traditional moderate density neighborhoods, and open outlying areas. To facilitate this pattern, the Town should focus on directing development to vacant or underutilized areas within the built-up area*

INTRODUCTION TO PLAN RECOMMENDATIONS

that are served or can be served by public water and sewer service or to designated areas on the fringe of the built-up area where public water and sewer service is or can be provided and on directing development away from areas with natural constraints for development, undeveloped shorefront areas, and areas in which public services are not available.”

Coming to consensus about a desired future and then being proactive and assembling useful tools for the implementation of the identified action steps are critical for the viability of a Comprehensive Plan.

GOALS

The following is the Implementation Plan for the Comprehensive Plan. It represents the core of the Plan and is organized around the TOPIC AREAS and GOALS listed in the text box on the next page.

The recommendations were developed based on significant public input and articulate the objectives of the shared vision expressed by the hundreds of Kittery residents, town officials, and business owners that participated in this comprehensive planning process. The recommendations also reflect best practice and address state requirements. They also incorporate relevant strategies from the previous Comprehensive Plan (1999).

This implementation plan is a road map for the future. This section is a comprehensive long-range set of guidelines that sets the direction for development and future growth of the Town of Kittery. The information contained in this chapter is intended to

GOALS

To protect the town’s character by preserving and protecting **HISTORIC FEATURES, AND CULTURAL AND ARCHAEOLOGICAL RESOURCES** and promoting an awareness of the Town’s unique history.

To protect Kittery’s **NATURAL RESOURCES** including watershed, fresh water, wetlands and vernal pools, agricultural and forest resources, open space and recreation.

To support desirable **ECONOMIC DEVELOPMENT**, reduce dependence on Portsmouth Naval Shipyard, and increase the Town’s tax base while also providing local jobs.

To provide a range of **HOUSING** types to meet the needs of individuals throughout the lifecycle and to support residents with a diversity of incomes.

To improve safety and ease of **GETTING AROUND TOWN** and better connect the “pieces” of Kittery. Also provide safe and pleasant alternatives to automobile travel with safe and pleasant bike and walking paths.

To protect the Town’s **COASTLINE**, the working waterfront, and ensure appropriate access and enjoyment of the water while protecting it from environmental impacts.

To improve **TOWN GOVERNANCE**. Provide quality **MUNICIPAL FACILITIES and SERVICES**

To ensure that regulations support the desired **LAND USES**.

To establish short, medium and long term plans to address the effects of climate change for **COASTAL COMMUNITY RESILIENCE**, and to transition to low and zero impact energy methods

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guide decisions with regard to land use and other related issues in a manner compatible with the Town’s character.

Under each goal, a series of objectives provides more detail regarding aspects of these. For each policy directive, a number of strategies are listed outlining the HOW to achieve each of these. At the end of the section, **Implementation Tables** provide additional guidance, including ideas regarding action steps and existing resources.

The Tables present strategies and action steps phased to help achieve the goals and objectives. For each of these, a LEAD is identified whose responsibility includes inviting PARTNERS (both those listed as well as others that may become relevant) to initiate action.

The direction set by the vision and goals developed with input from the public and the Comprehensive Plan Update Committee are also intended to inform the Town’s zoning which must be reviewed with a critical eye as to whether or not it aligns with these objectives. Each regulatory change as well as expenditures identified in the recommendations will require further discussion and review by the public and a vote by Town Council. Therefore, the recommendations are only intended to provide the starting point for these discussions and in some cases will require further study, public input, and additional exploration of potential action steps.

Critical to the implementation of the Plan is the establishment of a **COMPREHENSIVE PLAN MONITORING PROCESS** led by the Town Manager with the purpose of keeping the Plan up to date and providing a “status update” in an annual basis, reporting on

progress and on potential obstacles, providing an opportunity to discuss possible ways of overcoming these.

STATE OF MAINE: GROWTH MANAGEMENT

Article 1 of the State’s Title 30-A Planning and Land Use Regulations Growth Management Program¹ lists the purpose and goals of the Comprehensive Plan’s implementation program. See the Appendix for the State of Maine’s Growth Management Act Comprehensive Review Criteria for each topic area. The implementation section addresses these in full.



¹ <http://legislature.maine.gov/statutes/30-a/title30-Asec4312.html>

INTRODUCTION TO PLAN RECOMMENDATIONS

The State Planning Office identifies three reasons to create a Comprehensive Plan consistent with Maine’s Growth Management Act; these are²:

1. Legal Protection for the Town’s ordinances.
2. To qualify for certain state grant and loan programs; examples include:
 - Community Development Block Grants
 - Land for Maine’s Future
 - Municipal Investment Trust Fund
 - DEP 319(h) Non-Point Source Protection Grants
 - DEP State Revolving Loan Fund
 - SPO Plan Implementation Grants
 - Land and Water Conservation Fund
3. “Good planning makes good communities”
 - a. Sustain rural living and vibrant village centers
 - b. preserve healthy landscape and walkable communities
 - c. balance economic prosperity with quality of life
 - d. protect working waterfronts and community farms
 - e. develop discussion among neighbors
 - f. develop a basis for sound decisions in town management

² <http://maine.gov/dacf/municipalplanning/docs/reasonsforcompplan.pdf>

Title 30-A State of Maine: Growth Management Program

- Establish, in each municipality of the State, local comprehensive planning and land use management
- Encourage municipalities to identify the tools and resources to effectively plan for and manage future development within their jurisdictions with a maximum of local initiative and flexibility
- Encourage local land use ordinances, tools and policies based on local comprehensive plans
- Incorporate regional considerations into local planning and decision making so as to ensure consideration of regional needs and the regional impact of development;
- Provide for continued direct state regulation of development proposals that occur in areas of statewide concern, that directly impact natural resources of statewide significance or that by their scale or nature otherwise affect vital state interests
- Encourage the widest possible involvement by the citizens of each municipality in all aspects of the planning and implementation process, in order to ensure that the plans developed by municipalities have had the benefit of citizen input; and
- Encourage the development and implementation of multi-municipal growth management programs.

INTRODUCTION TO PLAN RECOMMENDATIONS

IMPLEMENTATION: TOOLS AND CAPACITY

The following is a list and discussion of the Implementation Tools recommended for the Town of Kittery to achieve its vision and set of goals developed to form the basis of the Comprehensive Plan.

- Hire Additional Staff
- Additional Committees, Boards & Committees
- Recruit Volunteers
- Obtain Funding
- Revise Zoning and Adopt New Tools
- Keeping the Plan Up-to-Date
- Regional Cooperation

HIRE ADDITIONAL STAFF

The Plan recommends hiring of additional staff to help with implementation and meeting the Plan objectives; these include the following:

Police – There may be a need to hire additional officers to reflect the daytime census of people in Kittery to include employees at the PNS, shoppers at the Outlets, and visitors especially in the summer months.

Fire – Consider transitioning to a fulltime career Fire Department.

Additionally, according to the State of Maine’s Growth Management Act **only communities that adopt a consistent comprehensive plan can...**

- Enact legitimate zoning*, impact fee, and rate of growth ordinances
- Require state agencies to comply with local zoning standards
- Qualify for preferred status with many state competitive grant programs
- Guide state growth-related capital investment towards locally-chosen growth areas
- Qualify for Site Location of Development Act exemptions for certain growth-area developments;
- Qualify for relaxed MaineDOT traffic permit standards for certain growth-area developments;
- Qualify for authority to issue Natural Resources Protection Act (NRPA) permits; and
- Qualify for authority to issue Site Location of Development Act permits.

** Exceptions apply for certain shoreland zoning, adult entertainment, and floodplain management ordinances.*

Consider hiring a full or part-time **Economic Development** Officer or Planner to work with the Planning Department and can serve as a liaison to the business community.

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Consider hiring a **Grant Writer** can help to stay abreast of available funding.

ADDITIONAL COMMITTEES, BOARDS, AND COMMISSIONS

One way to increase capacity is to form Committees, Boards and/or Commissions charged with implementing specific aspects of the Comprehensive Plan. The purpose of these Committees is made clear in the Implementation Plan. Additional Committees, Boards, and other organizations recommended to help implement the strategies in the Plan include the following:

- Historic Preservation Commission
- Transportation Advisory Committee
- Housing Committee
- Climate Adaptation Committee
- Energy Advisory Committee (revive)
- Chauncy Creek Watershed Association

RECRUIT VOLUNTEERS

A concerted effort needs to be made to attract more and new individuals to volunteer on various committees and in other ways to work towards making some of the desired improvements. Additionally, it is important that volunteers be recruited from all segments of the town's population.

Develop clear messaging regarding what the Boards and Committees do, including roles and expectations and information regarding opportunities and benefits of participation in Town governance.

OBTAIN FUNDING

Many of the Plan's recommendations will require funding. It is also recommended that funds be raised for desired improvements by increasing the commercial tax base. This may be accomplished by providing incentives for additional commercial development and/or expanding the existing commercial districts. Additional sources of funding must be explored in order to fund desired improvements. There may be State funding available for some of the action items. Some of these potential funding sources are identified in the Implementation Table.

REVISE ZONING AND ADOPT NEW TOOLS

The Town Code should be reviewed and revised to reflect the Future Land Use Plan (as presented in this Comprehensive Plan). The review is also an opportunity to ensure clarity, ease of use, consistency with state regulations. Additionally, it is recommended that the following be considered:

- Consider reducing the number of sub-zoning categories to reflect existing and desired uses
- Review and revise Town Code to address potential impacts of sea level rise and climate adaptation

INTRODUCTION TO PLAN RECOMMENDATIONS

- Review and revise the Cluster Development requirements to encourage use of this provision of the Code
- Consider adopting an Adaptive Reuse Ordinance to encourage reuse of existing buildings
- Consider adoption of an Inclusionary Housing Ordinance, adjustments to the Accessory Dwelling Unit ordinance, and the adoption of regulations related to alternative housing types- all in order to encourage the creation of affordable housing units
- Explore feasibility of a Transfer of Development Rights ordinance
- Consider adopting contract zoning to encourage specific type of development on particular parcels.
- Review and revise the dimensional standards in the mixed-use cluster provision so as to encourage developers to use it.
- Consider Town policy changes that encourage the use of renewable energy sources.

Preserving Kittery's town character

Preserving the unique historical, cultural, and natural resources in Kittery is a critical component to maintaining the Town's character. Currently, the Town has very few options for identifying and preserving the historical, archeological, and cultural assets that

exist. Many of these features are discussed in the Historical and Cultural Resources chapter of the Comprehensive Plan, but many of the actions relate back to land use and zoning regulations.

- Use the Comprehensive Plan and Future Land Use Map as a guide for encouraging new development in identified locations, while protecting open spaces, agricultural land, and natural and historical resources.
- Identify regulations that can be amended or added to the Town's land use code that will further the preservation and protection of historic resources, with input from the Planning Board and other stakeholders. If an Historic Commission is established and the town becomes a *certified local government*, amend the zoning to include an historic preservation ordinance.

FUTURE LAND USE: TWO LAND USE DESIGNATIONS

The Future Land Use Map designates two land use categories.

GROWTH AREAS

- 75% or more of future non-residential growth is expected
- areas that are or can relatively easily be served by public facilities and services
- are accessible by a variety of modes of transportation
- promote more compact and denser pattern of development
- where there is existing development

INTRODUCTION TO PLAN RECOMMENDATIONS

LIMITED GROWTH AREAS

- include land with significant resource constraints to development or use
- areas with important agriculture or commercial forestry use
- areas that lack public utilities and/or are distant from public service
- land that is unsuitable for intense development
- intensive development is discouraged
- protection of rural characteristics priority

Neighborhood Conservation Overlay Areas

- infill projects that fill out existing neighborhood
- smaller scale development that is in keeping with character of specific context

The three Neighborhood Conservation Areas are:

- Foreside
- Kittery Point
- Admiralty Village

Refer to Topic Area #8 for a more complete discussion of future land use, and to the map on the following page.

KEEPING THE PLAN UP-TO-DATE

Generally speaking, municipalities complete a new Comprehensive Plan every 20 years or so. The Comprehensive Plan should be updated or new plan developed, approximately every 10 years.

ESTABLISH PROCESS TO MONITOR PROGRESS. The Committee seriously considered recommending the formation of an implementation committee, or in the alternative, in consultation with the Town Manager and Council, creation of a structured process involving the Council, Boards, and Department Heads to periodically (on an annual or biannual basis) monitor, support and report on progress of implementation.

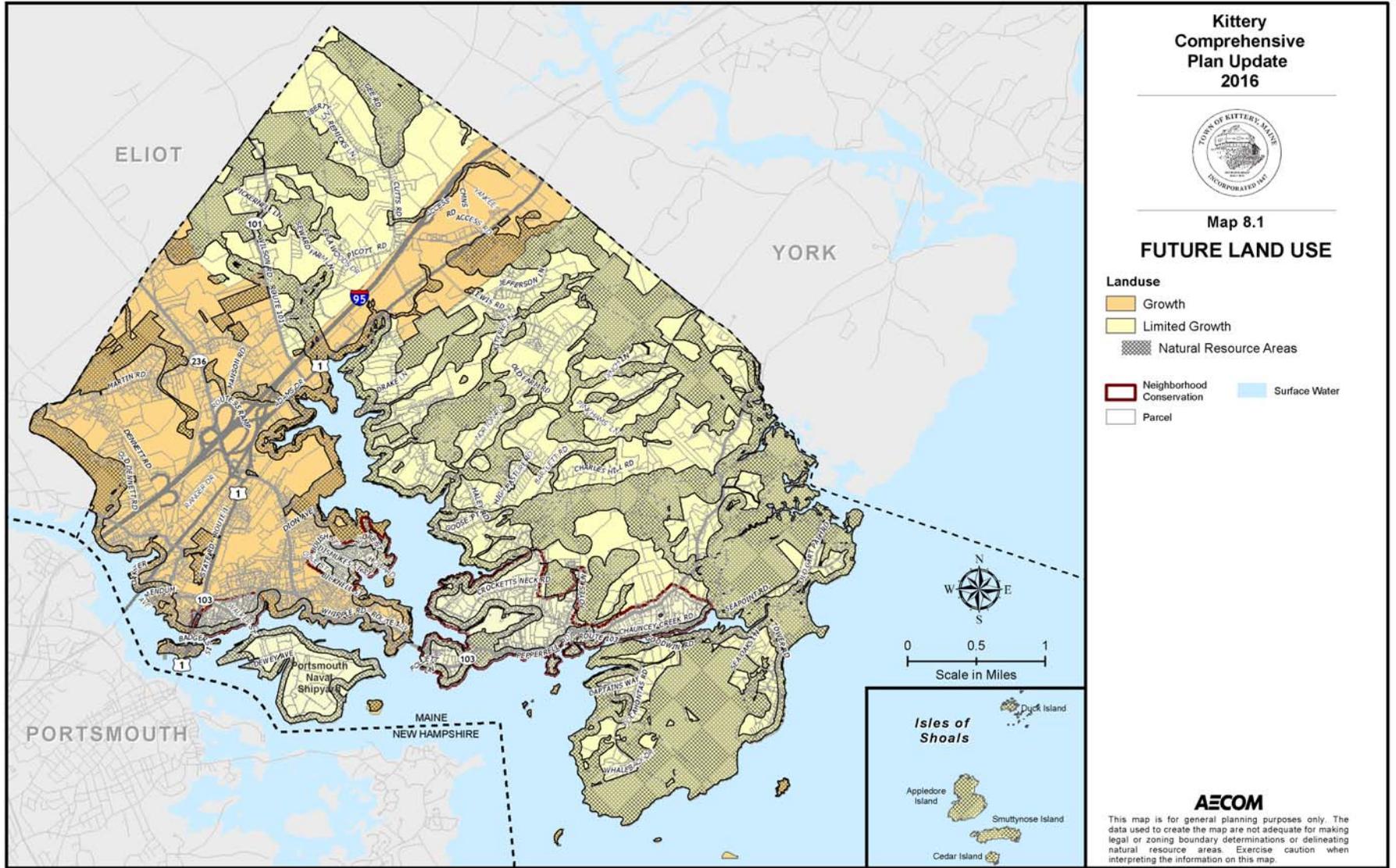
ANNUAL EVALUATION OF IMPLEMENTATION: The Town Manager should hold an **annual Summit Meeting** with representatives of existing boards, committees and the Town Council to report on the “State of the Plan” and to discuss progress, hurdles and action plans. The Town Manager should invite all Town Departments, Boards and Committees to an annual Summit Meeting where a “State of the Plan” address would be made to the Planning Board and Town Council and all participants could report on progress and any obstacles to progress they may encounter.

The Evaluation should include a review of the following:

- The degree to which future land use plan strategies have been implemented
- Percent of municipal growth-related capital investments in growth areas
- Location and amount of new development in relation to community’s designated growth areas, rural areas, and transition areas (if applicable)
- Amount of critical natural resource, critical rural, and critical waterfront areas protected through acquisition, easements, or other measures.

INTRODUCTION TO PLAN RECOMMENDATIONS

FUTURE LAND USE IN KITTERY



INTRODUCTION TO PLAN RECOMMENDATIONS

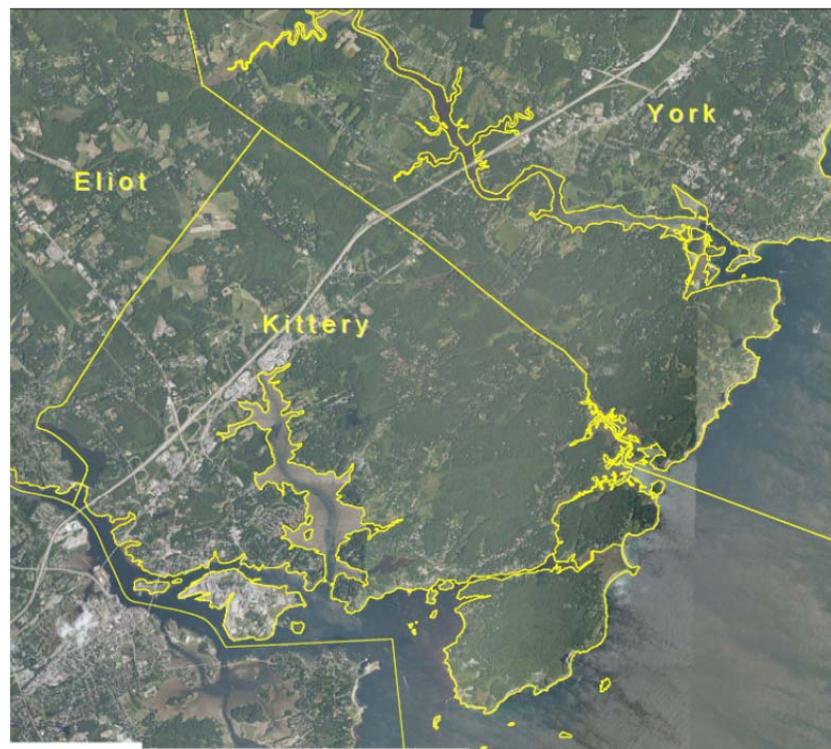
REGIONAL COOPERATION

Another way of increasing the capacity to implement a municipality's goals and objectives is through the collaboration with surrounding communities. Regional cooperation is desirable for a number of ways including sharing resources, increasing efficiency and improving the ability to tackle issues that are regional in nature. This section summarizes on-going efforts at regional cooperation and identifies future opportunities to do so.

As the southernmost coastal municipality in Maine, Kittery functions as the link between New Hampshire as the southern gateway to the entire State. Kittery is a home rule municipality governed by a Town Charter. Its local government, businesses, and residents, regularly work with neighboring communities to deliver services, manage natural resources and address economic needs.

The town's location on the Piscataqua River across from Portsmouth has meant that early in its history Kittery has had strong ties to the sea, to fishing, and to shipbuilding. This relationship remains today. Portsmouth Naval Shipyard, a major submarine repair and refueling facility on Seavey Island in Kittery is a continuation of this heritage.

Geographically and economically, Kittery is strongly tied to the Greater Portsmouth economy. The U.S. Census Bureau as the Portsmouth Metropolitan Statistical Area (MSA) identifies this area. More than 3,000 residents routinely commute outside the town for employment. In addition, its proximity to "tax-free" New Hampshire helps shape much of its local economy as retailers of items such as electronics, appliances and furniture reportedly rarely



locate in town. Many residents travel across the river for shopping, services, and entertainment.

At the same time, Kittery has served as a major employment center largely at the Shipyard. More than 6,000 workers commute in Kittery daily from a broad region extending into Massachusetts, New Hampshire and north and west into Maine.

Kittery also functions as the tourist and principle economic gateway to Maine. With both I-95 (the Maine Turnpike) and U.S. Route One entering Maine in Kittery, the town has long played a role in

INTRODUCTION TO PLAN RECOMMENDATIONS

welcoming and servicing both the commercial traveler and the tourist. Over the past couple of decades, this role has been greatly changed and expanded with the development of the factory outlet centers along Route One. The Maine Turnpike Authority projects more than 1.1 billion travelers will cross the I-95 in the next decade³.

REGIONAL SHARED RESOURCES AND FACILITIES

When working on the previous Comprehensive Plan, the Committee was able to review several documents including those prepared by the Southern Maine Regional Planning Commission (SMRPC) to understand what the regional goals were and how Kittery could play a role. The SMRPC was contacted and unfortunately these documents have not been updated, therefore, such a review is not possible.

The Committee working on this Comprehensive Plan determined that Kittery should continue to work with neighboring communities to address both common service needs and issues that transcend individual boundaries. Many of the actions listed below are on-going efforts also identified in the 1999/2000 Comprehensive Plan.

Climate Adaptation and Preparedness

It is strongly recommended that Kittery join the regional coalition of surrounding coastal communities (New England Climate Adaptation Project) to work together around issues of sea level rise. Also Kittery should access State resources to help with this effort. For example, the State of Maine has developed a Debris Management

³ from Town of Kittery, Comprehensive Plan 2015-2025 Draft

Plan that establishes the necessary framework to prepare for and respond to State and local disaster events that generate disaster debris⁴.

It is also recommended that Kittery develop a regional approach to addressing the potential impacts of climate change by collaborating with neighboring communities to among other things:

- Monitor wildlife in specific locations
- Collaborate on control of invasive plant and animal species
- Standardize review and controls for shorelands and structures and activities affected by sea level rise

Energy Consumption

It is recommended that Kittery collaborate with area towns to develop renewable and sustainable energy sources, technologies, etc. with the goal of transitioning to low and zero impact energy sources.

Transportation Planning

Transportation networks are by definition regional and so making improvements should be approached on a regional basis when possible and appropriate or relevant, including:

⁴ Maine Emergency Management Agency, The Comprehensive Debris Management Plan, Feb. 21, 2014, <https://app.box.com/s/owxgplpwj6q8c8jx1x5zhcnsdicmkawq/1/7950557617/66189138813/1>

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- **Mass Transit Service.** There currently is no scheduled bus service in Kittery. Past efforts to establish service have not been supported. However, changing employment patterns with the privatization of shipyard facilities, trolley service at the malls, and changing patterns of transportation may result in growing interest in trying to establish local bus service on a limited basis. The Town should support regional efforts to explore the need for bus service and possible regional approaches to meeting this need.
- **Coordinate Community and Regional Needs.** Coordinate efforts to improve safety, efficiency and optimal use of the regional transportation system. Actively participate in the regional and state transportation and land use planning efforts including KACTS, KEYS Coalition, and other regional transportation-oriented groups.
- **Regional Bicycle Routes.** The Town of Kittery has actively supported the development of the Eastern Trail as a regional bike path. The Town should continue to work with other municipalities, KACTS, and RTAC to develop a coordinated system of bicycle routes within the Portsmouth and southern Maine area.
- **Boat Taxis.** Explore opportunities for water-based visitation to Kittery, such as a water-taxi from Portsmouth, and to provide a docking location for existing boat trips (such as the various harbor tours) to drop off visitors in Kittery. This would need to be coordinated with the City of Portsmouth.

Open Space Planning

The Town should work cooperatively with adjacent communities, private conservation organizations, and the Southern Maine Regional Planning Commission to develop a regional open space plan that links open spaces in the individual communities into a regional system with connections as appropriate.

Affordable Housing Initiatives

Because of the diversity of the community's housing stock, there is concern that Kittery could become the only community with a reasonable supply of affordable housing in the region. Kittery should take the initiative to promote a regional approach to assuring that there is an adequate supply of affordable housing in southern Maine and that each community does its fair share in meeting this need.

Seek ways to work with surrounding communities (including South Berwick, York and Eliot) and relevant non-profit groups to address regional affordable housing needs. This could include applying for grant funding for the study of regional affordable housing issues and/or for specific affordable housing initiatives. Examine the potential benefits of establishing a regional housing authority to serve the mutual needs of the neighboring communities (York, Eliot and South Berwick). This might be especially helpful in efforts aimed at addressing housing needs for seniors.

Intra-local Agreement

Kittery and area legislators were instrumental in the 2011 passage of LD433, an act to permit New Hampshire employees to exempt

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income derived for services to Maine municipalities under a formal intra-local agreement, as long as Maine towns do not use such agreement to replace Maine jobs. The act enables cross border access to an occasional temporary need for specialized services, as well as other opportunities otherwise unavailable.

Natural Resources

It is recommended that the following regional efforts are continued and/or initiated with regard to the preservation of the area's natural resources:

- The watersheds of a number of Kittery water bodies extend into Eliot and York. Sound watershed management requires that the entire geographic area of the watershed be addressed. The Town should continue to work with the Town of Eliot to manage development in the Spruce Creek watershed to allow improvement in the estuary's water quality and initiate efforts to work with the adjacent community on joint watershed management for the other water bodies.
- Continue to explore ways to work with its neighboring communities on improvements necessary to comply with emerging stormwater standards
- Continue and seek to increase involvement in conservation initiatives, including, but not limited to, the efforts of the Rachel Carson preserve, Maine Heritage Trust, and the Mt. Agamenticus- to-the- Sea conservation initiative

- Work with the Public Works and Sewer Departments, the Kittery Water District, Conservation Commission, Shellfish Commission, and the NGO Spruce Creek Association to improve the Spruce Creek Watershed and regional efforts to protect the quality of and access to the Piscataqua River.
- Coordinate efforts with Kittery Water District and surrounding towns, monitor land use issues and impacts concerning the regional water supply.
- Cooperate with neighboring communities and regional/local advocacy groups to protect water resources.

Agricultural and Forest Resources

- Encourage opportunities for farms and community-supported agriculture in Kittery and participation in a regional farmers market in collaboration with surrounding towns.
- Support the efforts of the numerous conservation organizations working in southern Maine of the St. Agamenticus to the Sea Conservation Initiative to protect and promote greater understanding of the geographical and biological interconnections within the Mt. A region.

Recreation

Many of Kittery's recreational resources are enjoyed by a large number of non-residents, people from surrounding towns and from farther afield. These include the following: Kittery Community

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Center offers programming to non-Kittery residents, Fort McClary, Fort Foster, Isles of Shoals Moorings⁵, Town Forest, Rachel Carson National Wildlife Refuge, beaches and walking trails.

An opportunity exists to connect Kittery's walking trails to adjacent trails to form a more complete network of trails. The Southern Maine Regional Planning Commission recently completed a study for Developing An Integrated Trail System in York County.⁶

Economic Development

Kittery should continue to explore ways of working regionally to attract businesses, create jobs, and increase economic vitality in Town. It is proposed that the Town of Kittery:

- Continue to examine opportunities to work with surrounding towns on regional economic development strategies which result in the sharing of both costs and benefits in potential projects and services.
- Continue to participate, via the Economic Development Committee, in regional development organizations such as, but not limited to SMEDD and the Greater York and Portsmouth Chambers of Commerce

⁵ Gosport Harbor at the Isles of Shoals is bisected by the Maine - New Hampshire state line. Moorings are located on both sides of the boundary and the number has been increasing in recent years. To avoid conflicts, the Kittery Port Authority works with the New Hampshire Port Authority to coordinate the number and placement of moorings in Gosport Harbor.
⁶http://www.smrpc.org/images/Projects/Trails/Developing_an_Integrated_Trail_System_in_York_County.pdf

- Be an active member in the Southern Maine Economic Development District (SMEDD) that includes towns in both York and Cumberland Counties. SMEDD offers local businesses access to revolving loan funds and technical assistance that are not available through other sources. It also has the potential to spearhead regional solutions to economic issues
- Engage in the effort (with Eliot, York, South Berwick, North Berwick and Wells and funded through a community development block grant) to examine possible areas of municipal cooperation in economic development, public facilities and services and, possibly, other ventures as well
- Together with area towns, explore the possibility of state legislation that would allow municipalities to retain a portion of the State sales tax collected by businesses in the community or impose a local sales tax option to be retained by the municipality to help mitigate impacts

Public Facilities and Services

It is recommended that the following regional efforts are continued and/or initiated with regard to Public Facilities and Services:

- Joint dispatch for fire and police will continue and will be expanded to include Eliot, Berwick, and South Berwick.
- The Kittery Fire Department has signed mutual aid agreements with surrounding cities and towns and is very active in the Seacoast Chief Fire Officers Association – A

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Mutual Aid District. Agreements also exist with the Portsmouth Naval Shipyard for automatic mutual aid and discussion in on-going with the towns of York and Eliot to establish automatic mutual aid between the three towns.

- Expand regional cooperation in waste reduction and recycling (e.g. consider regionalizing recycling with the Town of Eliot)
- Consider consolidating water supplies with York Water District
- Consider connection to South Berwick Water District
- Continue to upgrade town GIS mapping capabilities and maintain the latest environmental and natural resource information supplied to the town by state, federal and regional agencies
- Continue to work with surrounding communities, and to the extent that is feasible, develop a mutually beneficial regional approach to the provision of services.
- Southern Maine Planning and Development Commission's Cooperative Purchasing Program provides the region's municipalities, non-profit agencies, and school districts a way to save money and time for municipal services and products. As a group; working in conjunction with Greater Portland Council of Governments (GPCOG), municipalities, non-profit agencies, and school districts use collective buying power to reduce prices on everyday supplies and

seasonal services, and at the same time, reduce administrative costs⁷.

CONSISTENCY WITH REGIONAL GOALS

Kittery's goals and objectives or policies set forth in this plan compare favorably to the regional policies, especially those in neighboring communities due to information exchange and collaboration with those municipalities. No conflicts are apparent with any neighboring community policy. Should any surface during implementation of this program, Kittery will coordinate a resolution with such community.

Representatives from the Town should regularly participate in multi-town, regional and state-wide organizations and events that address issues that affect the local government and the community. Kittery should be a member of such organizations, communicate with them on a regular basis and attend any relevant events.

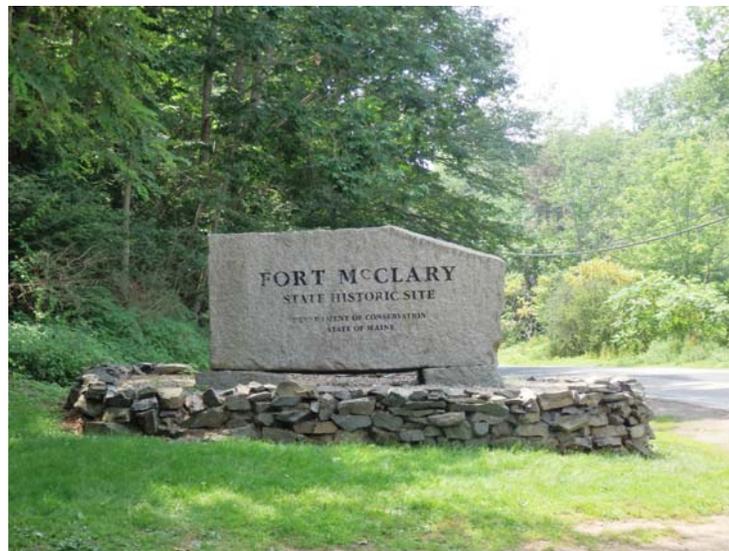
⁷ SMRPC Cooperative Purchasing Program, see: <http://www.smrpc.org/index.php/cooperative-purchasing>

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Coordinate land use strategies with other local and regional land use planning efforts where appropriate. Meet with neighboring communities to coordinate land use designations and regulatory and non-regulatory land use strategies. Be aware of regional planning efforts.



Representing the future we are planning for, one of the youngest participants at the public forum on May 12, 2016 says he likes “looking at the lights at night on the bridge.”



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THREE BEST PRACTICE PLANNING PRINCIPLES

New policy initiatives included in the Comprehensive Plan or in Kittery's Town Code strive to be grounded in principles of sustainability. Broadly, sustainability is a concept that recognizes the **interrelatedness** of the energy, environmental, economic development, and civic health of the Town, and the importance of ensuring that future generations can enjoy the resources that exist in Kittery today. These are understood further by thinking about the following three main principles:

- Environmental Stewardship
- Economic & Social Vitality
- Health & Wellness

Environmental Stewardship: Recommendations help Kittery to prepare for climate change, sea level rise, and preserve wildlife habitat, thus supporting a long-term sustainable future and stewardship of natural resources, including land preservation.

- Do recommendations promote the use of renewable energy sources throughout Town?
- Do they promote sustainable land use patterns?
- Are there recommendations regarding how the Town can lead by example including ways in which municipal facilities and services can be more environmentally-sensitive?
- Are there recommendations regarding how the Town can encourage private property owners to adopt more sustainable measures?

Health and Wellness: The Plan should promote the health and wellness of Kittery's residents and of the community as a whole.

- Do recommendations promote the health and wellness of the people who live, work and play in Kittery?
- Do they support the health of the community as a whole?
- Do they provide opportunities for fitness as a part of everyday life, healthy lifestyle choices, support the recreational needs of all ages, opportunities for life-long learning and the building of social capital?
- Do they support the creation of safe and accessible public spaces for various ages and abilities?
- Are there recommendations that address the specific needs of different age groups (especially those of youth and of the elderly)?

Economic and Social Vitality: The Plan should support the long-term economic and social vitality of Kittery.

- Do the recommendations promote the Kittery's ability to support a diverse community?
- Do they protect and promote Kittery's unique historic resources?
- Do they foster a strong local economy, local agriculture and food production, and also protect water dependent businesses?
- Do they protect Kittery's unique culture?
- Do recommendations support municipal investment in critical infrastructure to support and encourage desired development in desirable locations?
- Are there provisions to encourage and include the continued engagement of Kittery's residents in determining the character of their community and in determining its future direction by being involved in decision-making regarding the Town's future development?

INTRODUCTION TO PLAN RECOMMENDATIONS

A list of the Plan’s Top 25 Key Recommendations is presented next, followed by a listing of “Ripe Apples,” that is, low cost, relatively easy to implement actions to keep momentum going as well as inspire faith in the Comprehensive Plan.

LIST OF 25 KEY POLICY RECOMMENDATIONS

The following is a list of the 25 Key Recommendations of the Plan. They represent the town’s policies that help achieve the goals as articulated in the Comprehensive Plan. The policy recommendations were selected based on professional opinion (an assessment of existing conditions, future trends, and best practice), and what the public and the Steering Committee seemed to feel was most important.

Numbering does not in anyway indicate priority. The numbers in parenthesis correspond to the relevant strategy(s) in the Implementation Tables.

1. Complete a **CLIMATE ADAPTATION STUDY** to plan for the potential impacts of sea level rise and prepare for extreme weather events (9.1.1. and 9.1.2. and 8.1.4.)
2. Working with the Kittery Land Trust, develop a **STRATEGY FOR OPEN SPACE ACQUISITION**, setting priorities for parcels to be included. (8.2.1)
3. Collaborate with property owners in the area around the **ROUTE 1 CORRIDOR** to identify strategies towards making mutually beneficial changes to the area including exploring options to redevelop commercial properties with mixed use (e.g. retail, housing, office) and consider zoning amendments such as an overlay district to provide more flexibility concerning permitted uses. (3.4.1. and 8.5.1.)
4. Develop a long-range plan for the **LIBRARY** (7.2.1.) including where the library will be located (renovation and expansion on existing site, new building on other site) and whether the Library should become a Town Department.
5. Continue to support **HEALTHY LIFESTYLE CHOICES AND WELLNESS** by increasing **RECREATIONAL OPPORTUNITIES** for all ages, evaluating the Athletic Fields Master Plan, improving **walking and biking** infrastructure so that it is safe and pleasant, ensure appropriate recreational **access to the waterfront**, and increasing awareness of existing resources. Updating the Sidewalks Conditions Report and developing a Bike Plan are among the specific steps recommended. (7.2.5. and 5.2.1. and 2.2.1. and 2.2.5. and 2.2.8. and 6.1.5)
6. Engage in targeted outreach to **BUSINESS AND INDUSTRY SECTORS** marketing Kittery’s economic development areas. Marketing should include continuing to update and improve the Economic Development website (3.2.2. and 3.3.3.)
7. Ensure historic properties, including buildings and landscapes, are preserved and explore the establishment of **HISTORIC DISTRICTS** and development design guidelines to further the properties’ protection (1.1.5.)
8. Reduce **DOG WASTE** at area open spaces through enhanced enforcement and public education (6.3.6. and 2.2.3.)

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9. Review existing **HUNTING** regulations and provide public education regarding these to improve the safety of residents especially in the Town Forest, while at the same time protecting resident's right to carry firearms and hunt (2.1.5, 2.2.9 and 2.1.10)
10. **PROTECT EXISTING OPEN LANDS**, including farmlands and wetlands from over-development by implementing effective strategies such as larger minimum lot sizes in the rural residential zone (2.1.1.) As one way of preserving Kittery's rural character, review and revise the **cluster zoning bylaw** and provide incentives for developers to use the bylaw (2.1.4. and 4.2.3. and 8.2.2.)
11. Continue to support Kittery's **MARITIME BASED ECONOMY** including the fishing and shell fishing industry by maintaining access to the working waterfront and creating innovative avenues to better connect fishing to the local economy (e.g. Dock to Dish program connecting fishermen to local restaurants). (3.5.3. and 6.2.1.)
12. Review and revise **TOWN CODE** so that it supports the implementation of the Comprehensive Plan goals and objectives, is clear, promotes best practice, and is easy to use (7.1.2. and 8.1.1.)
13. Develop a Plan for Town facilities and property owners to transition to **LOW AND ZERO IMPACT ENERGY SOURCES** (9.2.1. and 9.2.2.)
14. Use the **COMPREHENSIVE PLAN AND FUTURE LAND USE MAP** as a guide for encouraging desirable new development in identified appropriate locations, while protecting open spaces, agricultural land, and natural and historical resources while keeping in mind that climate change and areas at risk will change the overlay map (8.1 and 8.2. and 8.4.)
15. Educate residents about town planning roles and processes and ensure that **PLANNING AND TOWN MANAGEMENT PROCESSES** are open, transparent, informative, inclusive, respectful and welcoming (7.1.1. and 7.1.2.)
16. Review, update and incorporate where appropriate, the recommendations from the **FORESIDE** Forums. (3.1. and 8.3.). Residents have expressed much enthusiasm for recent improvements in the Foreside and support for future infill development that is appropriate in scale and activity.
17. Evaluate Town-wide current **PARKING** conditions and policies and revise to meet development goals by improving management of existing spaces and exploring shared parking and other strategies (5.4.1. and 5.4.2)
18. Provide more support and visibility to the work of **LOCAL ARTISTS** by expanding exhibition venues and providing a mechanism to support arts-related businesses, including non-profits. (1.3.1.). Artists are seen to provide a uniqueness to Kittery and residents expressed a desire to provide additional support and visibility.

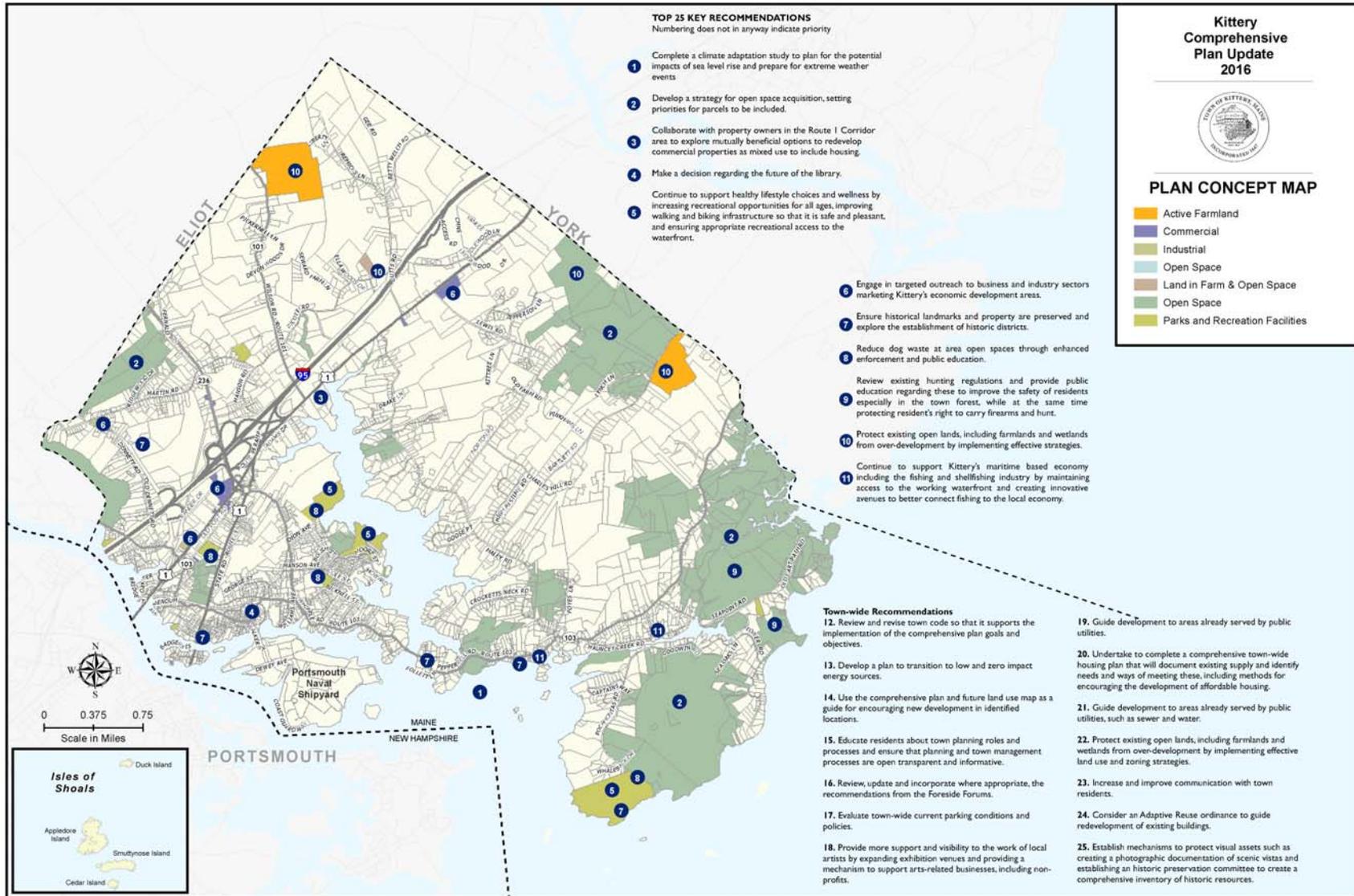
INTRODUCTION TO PLAN RECOMMENDATIONS

19. **GUIDE DEVELOPMENT** to areas already served by public utilities (8.1.2.), resulting in a more efficient and cost-effective use of these public services.
20. Undertake to complete a Comprehensive town-wide **HOUSING PLAN** that will document existing supply and identify needs and ways of meeting these, including methods for encouraging the development of affordable housing (e.g. creation of new types of housing, including workforce housing, and housing for seniors wishing to downsize, etc.). (4.1.1. and 4.1.3. and 4.2.2.)
21. Develop a **COMPLETE STREETS POLICY** to identify needed and appropriate improvement in order to accommodate all modes of transportation to accommodate all including people with special needs (5.2.3.). This will result in reducing pollutants to the environment and in providing safe healthy options for residents to get around, mainly by walking and biking.
22. Increase awareness in residents and business owners with regard to the **EFFECTS OF POLLUTANTS, PESTICIDES, AND STORMWATER RUNOFF** (6.3.1.) and evaluate Town Code regarding the **use of pesticides and herbicides with chemicals, in waterfront areas and town-wide** (6.3.2.). Providing information and incentives for greener practices will help to mitigate these environmental hazards.
23. Increase and improve **COMMUNICATION** with Town residents (7.1.3.). Using a variety of modes including the internet and cable TV in innovative ways will help to keep residents more informed and connected to town government.
24. Consider an **ADAPTIVE REUSE ORDINANCE** to guide redevelopment of existing buildings (8.1.6.). By promoting the reuse of existing structures more efficient development can occur in areas already services by public utilities and protecting open land from development.
25. Establish mechanisms to protect visual assets such as creating a **PHOTOGRAPHIC DOCUMENTATION OF SCENIC VISTAS** and establishing an historic preservation committee to create a comprehensive **INVENTORY OF HISTORIC RESOURCES** 1.1.1 and 1.1.6). These are the first steps in helping to protect and promote the visual assets that contribute to Kittery's uniqueness (1.3.3 and 1.3.4).

NOTE: Not all number one priority recommendations make the list of "Top 25 Recommendations."

INTRODUCTION TO PLAN RECOMMENDATIONS

CONCEPT PLAN MAP: 25 TOP KEY RECOMMENDATIONS



INTRODUCTION TO PLAN RECOMMENDATIONS

LIST OF RIPE APPLES (LOW HANGING FRUIT)

HISTORIC AND CULTURAL RESOURCES

- Launch an education and advocacy effort to **inform residents about options for preserving and protecting historic resources.**

NATURAL RESOURCES AND RECREATION

- Complete an **inventory of open spaces** in Kittery.
- Add **hunting regulations** to the Town website and the Town kiosk so that residents are more informed of policies.
- Consider endorsing York River Committee's efforts to designate the **York River Watershed** as a Federal Wild and Scenic River with the Mt. Agamenticus-to-the-Sea Initiative.
- Update the inventory and photographic record of **scenic vistas and views.**
- Increase awareness regarding **dog feces ordinance** and erect more signs with regulations pertaining to the conduct of dogs and their owners on beaches and other open spaces.
- Create an on-line and printed **guide to the recreational resources** of Kittery and make them available to residents and visitors.
- Establish a new committee, revive the defunct **Energy Committee**, and/or team up with the York Energy Committee and design a sustainability policy and plan for the Town.

HOUSING

- Undertake a **Housing Plan** to study supply, demand and strategies to encourage a variety of housing types and price points.
- Create a **Housing Committee** or Housing Trust to oversee implementation of the Housing Plan.
- Provide incentives for developers to take advantage of Kittery's **cluster zoning ordinance**, particularly if affordable housing is provided.
- Ensure site plan review includes a focus on **new development restricted to seniors**, and includes consideration of safe walking distance to nearby amenities and a local public transit option.

ECONOMIC DEVELOPMENT

- Initiate contact with local businesses to gauge interest in the formation of a **local business association.**
- Together with businesses and residents, **identify priorities from Foreside Forum** for implementation.
- Continue to regularly update the **Economic Development Committee website** with information and promotional materials.
- Create a paper and on-line **permitting guide** that is easy for small businesses to use.
- Invite the business owners of the **Rt. 1 Corridor, Bypass, and Outlet Mall area** to explore future redevelopment options, including encouraging mixed use (e.g. housing on upper stories above retail).

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TRANSPORTATION

- Consider forming a **Transportation Advisory Committee** to identify and evaluate transportation improvements.
- Develop a **Complete Streets Policy** to accommodate all modes of transportation, for all ability levels, in a safe and attractive way to encourage more walking and biking.
- Stripe **on-street parking spaces** on public roadways.
- Identify ways for better management of existing parking spaces, e.g. consider **off-site remote parking for employees**.

MARINE RESOURCES

- Review, update and promote existing materials/information on **navigating Kittery's waterways**.
- Compile **list of waterfront locations** (e.g. launching sites, etc.) suitable to include on a map (considering that this may result in increased usage).
- **Encourage non-motorized visitors** to environmentally-sensitive areas by installing bike racks and bike/pedestrian paths.
- Conduct **outreach to commercial fishermen and boat operators** to determine their needs, desires, and concerns.
- Prepare educational materials summarizing Kittery's water quality challenges and the **effects of pollutants and pesticides**.
 - *Reduce lawn chemicals throughout education and incentives*

GOVERNANCE, PUBLIC FACILITIES AND SERVICES

- Actively **recruit volunteers** from demographics that are missing or underrepresented on current committees.
- Identify areas of potential collaboration and potential **regional partners**.
- Identify additional areas of potential **collaboration with the PNS**.
 - *Enforce PNS speeding violators in Kittery. Increase police presence in coordination with PNS*
- Explore ways of increasing Town Department efficiencies and effectiveness by further **collaborating across departments**.
 - *Post all town documents on-line*
- Support the School Department's efforts to participate in **Service Learning** in the community.
- Support the **Kittery Community Center's efforts to expand programming** by increasing elder-oriented programs, teen programs, and services for pre-schools including infants and toddlers.
- Conduct **outreach to include youth** in the planning processes.
- **Increase use of cable TV** for the dissemination of information.

LAND USE

- Work with the Kittery Land Trust to create a **prioritized list of parcels for open space acquisition** should there parcels come up for sale.
 - *Land prioritization... including areas for marsh migration and with "Blue Carbon" (marine soil sequestration) in mind.*

INTRODUCTION TO PLAN RECOMMENDATIONS

- Revisit **cluster ordinance** to ensure it is maintaining the goal of open space preservation.
- Consider increasing the minimum lot size in the **Rural Residential zoning district** to help protect additional open space.
- Determine what uses would be desirable and marketable in the **Business Park** and make updates to the base zone that reflect those uses.
- Include parking reduction and shared parking strategies in the Kittery **Foreside** Mixed-use zoning district.

friendly choices in the goods and services bought and sold.

- Increase **involvement of the schools in environmental stewardship** efforts.
- Explore ways of increasing the amount and range of **materials recycled**.
- Provide **recycling bins** in public places.
- Consider a **ban on plastic bags and plastic water bottles**.

COASTAL COMMUNITY RESILIENCE

- Establish a **Climate Adaptation Committee**.
- Join **regional coalition of surrounding coastal communities** to work together around issues of sea level rise.
- Review **area community Climate Adaptation Plans** for ideas and models for developing such a plan for Kittery.
- Collaborate with neighboring communities to **monitor wildlife** in specific locations.
- Develop **town-wide goals regarding energy efficiency** and related benchmarks for public facilities.
- Conduct an **inventory of municipal and school energy use/costs**.
 - *Give priority to Maine grown fuel such as wood pellets (modern wood boilers)*
- Establish a **timeline for converting all Town-owned buildings to renewable energy**.
 - *Explore grants to install solar panels*
- Develop **educational materials to focus attention on renewable energy** sources, and on making more eco-



IMPLEMENTATION PLAN: TOPIC AREAS OVERVIEW

IMPLEMENTATION PLAN TOPIC AREAS OVERVIEW

An implementation Plan sets the direction and charts the course to help a municipality make decisions that are aligned with a community's shared values. It identifies the strategies that help to navigate future challenges and opportunities.

CRITERIA FOR SELECTING RECOMMENDATIONS (OBJECTIVES/POLICIES AND STRATEGIES)

Recommendations were developed with input from the following:

- Assessment of existing conditions, opportunities, challenges and predictable trends
- Public input from:
 - public meetings
 - co-urbanize (on-line public forum)
 - youth forum (visioning session at the high school)
 - on-line survey
- Review of relevant recommendations from previous Comprehensive Plan (2000)
- Committee review and input



IMPLEMENTATION PLAN: TOPIC AREAS OVERVIEW

- Town Department Heads, relevant Committees and Boards review
- State requirements
- Evaluated against three best practice principles
 - Environmental Stewardship
 - Economic & Social Vitality
 - Health & Wellness

The number one criterion was giving highest priority to actions that reflect the public input from the various forums and to those actions that were deemed to best fulfill the vision and goals.

Criteria include:

- Actions that enjoy public support
- Actions that are the first step (e.g. develop a plan) for longer processes
- In some cases higher priority was given to actions that are “low hanging fruit” and could be easily accomplished even though the action may not be on par in importance with the highest priority steps.

TOPIC AREAS

THE FOLLOWING PAGES PRESENT THE RECOMMENDATIONS OF THE PLAN BY TOPIC AREA:

- HISTORIC, CULTURAL AND ARCHAEOLOGICAL FEATURES
- NATURAL RESOURCES AND RECREATION

ORGANIZATION OF THE IMPLEMENTATION PLAN

As previously mentioned, this Implementation Plan is intended to serve as a “roadmap” that outlines the strategies and action steps recommended to achieve the **Vision and Goals and Objectives** as developed based on public input.

Each section begins with an introduction to the **Topic Area**, accompanied by a **Goal Statement** developed with input from the public process. The relevant **State of Maine goals** are also listed.

Kittery Voices is a reminder of the public process and the significant importance given to the public’s input in the formulation of the recommendations.

A list of key **Issues and Implications** provides a summary of the assessment of the existing conditions (based on the Inventory conducted for the Comprehensive Plan. For complete documentation see Volume II of the Plan).

Key Recommendations list the Goals, Objectives and Strategies to achieve these.

Finally, there is a brief discussion regarding how the recommendations meet the **three best practice planning principles**.

More detailed **IMPLEMENTATION TABLES** are located at the back of this document. These tables are intended to provide additional guidance for implementing each of the goals and objectives by providing :

- Ideas regarding potential action steps
- Some existing resources
- Information regarding funding when available
- Lead party responsible and potential partners
- Priority/phasing

IMPLEMENTATION PLAN: TOPIC AREAS OVERVIEW

- POPULATION AND HOUSING
- ECONOMIC DEVELOPMENT
- TRANSPORTATION
- MARINE RESOURCES
- GOVERNANCE, PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY
- LAND USE
- COASTAL COMMUNITY RESILIENCE

These sections are followed by **Implementation Tables**, a resource of options, that provide additional guidance for implementing the policy directives.



TOPIC AREA 1: HISTORIC, ARCHAEOLOGICAL AND CULTURAL RESOURCES

HISTORIC, ARCHAEOLOGICAL AND CULTURAL RESOURCES



The Lady Pepperrell House, built in 1760 and located on Route 103 in Kittery Point, is a National Historic Landmark and one of the town's most treasured historic resources.

STATE OF MAINE Goal:

to preserve the state's historic and archaeological resources

(Growth Management Act 30-A M. R. S. A. 4312-4350)

GOAL STATEMENT 1: TO PROTECT THE TOWN'S CHARACTER BY PRESERVING AND PROTECTING HISTORIC FEATURES AND ARCHAEOLOGICAL AND CULTURAL RESOURCES, AND PROMOTING AN AWARENESS OF THE TOWN'S UNIQUE HISTORY AND CULTURE

Objective 1.1. Protect historic and archaeological resources

Objective 1.2. Promote Kittery's history

Objective 1.3. Support and nurture Kittery's community of working artists

TOPIC AREA 1: HISTORIC, ARCHAEOLOGICAL AND CULTURAL RESOURCES

OVERVIEW

Throughout the comprehensive planning process, citizens of Kittery identified the town's rich history and historic character as two of its most important assets. While many outsiders think of Kittery as the flat, paved and unshaded 20th century retail area along Route 1, much of the town stands in visual contrast. Kittery Point, the town's earliest settlement, overlooks Portsmouth Harbor, its many 18th and 19th century homes clustered along the Piscataqua Riverfront. Nineteenth century Kittery Foreside, located along the Back Channel, contains many of the town's historic civic and commercial structures, including the Kittery Fraternal Hall and Rice Public Library. Winding, narrow historic Route 103 connects Kittery Foreside and Kittery Point, and provides visitors with glimpses of historic homes, the working waterfront, and the unspoiled Atlantic coastline. Off the coast, in the Piscataqua and out in the sea, lie several other historic sites, including the Portsmouth Naval Shipyard, the Wood Island Life Saving Station, and Appledore Island. Finally, to the west of Route 1, near the Eliot line, stands the 300-acre Rustlewood Farm, one of Kittery's last working agricultural operations, raising dairy cows. And throughout all of Kittery are many historic homes and landscapes, representing the full spectrum of the town's over 350-year history.

To preserve and protect these historic features, residents of Kittery will need to concentrate on several issues. While the most residents appreciate the appeal of historic buildings and landscapes, not all may understand the extent of the resources' visual impact, contribution to quality of life, or role in fueling the local economy. Some property owners, while committed to



The Rice Public Library, located on Route 103 in Kittery Foreside, is one of the town's most prominent historic structures and a centerpiece of the historic Foreside area.

preserving historic buildings, lack the means to do so. The Kittery Naval and Historical Museum/Society, the town's main repository of historical information, is not well-known, and thus an

TOPIC AREA 1: HISTORIC, ARCHAEOLOGICAL AND CULTURAL RESOURCES

underappreciated resource. Growth of Kittery’s community of visual and performing artists, significant players in the local economy and residents’ quality of life, will be dependent on the artists’ success in securing studio, exhibition and performance spaces.

Topic area #1 of the comprehensive plan focuses on protecting the town’s character and promoting its history by encouraging historic homeowners to preserve their properties; to support the work of the Kittery’s Naval and Historical Museum/Society; and foster growth of the town’s arts community.

Recommendations for Historic, Cultural and Archaeological Resources were developed based on an assessment of existing conditions, public input, best practice, input from town department heads and relevant boards and committees, as well as a review by the Kittery Comprehensive Plan Update Committee and Kittery Planning Board.

KITTERY VOICES: PUBLIC INPUT

Kittery residents participated in the comprehensive planning process through several live and on-line forums, where they freely expressed concerns about the wishes for the future of Kittery. Forums included the following:

- three town-wide public forums
- one on-line survey
- committee presence at several town events
- a continuous conversation on an on-line forum

- comment boards at Town Hall and the Kittery Community Center
- a poll on election day regarding top recommendations

Detailed documentation of the public’s input is summarized in the introduction to this report and more fully documented in Volume III of the plan.

ASSESSMENT OF EXISTING CONDITIONS: ISSUES AND IMPLICATIONS

Topic Area #1 of the comprehensive plan focuses on protecting the town’s character by preserving and protecting historic features and cultural resources and promoting an awareness of the town’s history and culture, and is consistent with the plan’s vision and goals for the future. See Volume II of this plan for full documentation of existing conditions.

- While residents strongly value the town’s historic resources and recognize their impact on the character of the town, many residents are unaware of the extent to which they fuel the local economy. An education and advocacy effort can help to better inform residents about the visual and economic value of preserving their historic properties.
- Kittery retains historic buildings and landscapes from throughout the town’s over-350-year history, and many of these resources have been preserved. Others, however, have been severely compromised or altogether lost. The town’s ordinances do not include provisions for preventing loss of historic buildings (such as demolition delay). By saving and

TOPIC AREA 1: HISTORIC, ARCHAEOLOGICAL AND CULTURAL RESOURCES

preserving historic structures and sites while, at the same time, repurposing them to meet contemporary needs for commercial, housing and/or other town needs, the town's character will be further preserved

- While Kittery has listed several properties and districts to the National Register of Historic Places, many more historic buildings and landscapes have not been recognized as such. However, the town also lacks a comprehensive inventory of historic resources, or a plan for preserving them.
- The town lacks a volunteer-based entity to serve as a watchdog for historic resources. Creation of an entity, such as an historic preservation commission, can help foster efforts to develop an inventory of historic resources and set priorities for resource protection. Such a group could also advocate for the use of preservation tools such as preservation overlay district(s) and/or Local Historic Districts.
- Two historical institutions -- the Portsmouth Naval Shipyard Museum and the Kittery Historical and Naval Museum/Society -- serve as the main repository for artifacts pertaining to the history of the town. The Maine Room at the Rice Public Library holds additional historic books, maps, and genealogical information, and town documents are held by the Kittery Town Clerk. The town has no official single repository for historical materials.
- The town's military history, a significant part of Kittery's past that draws tourists from across the country, is not being utilized to its full potential to attract tourists. The



The Kittery Dance Hall, located in Kittery Foreside is one of the town's popular performing arts venues.

Portsmouth Naval Shipyard holds a significant number of military-related artifacts, but access is required to view this material.

- The town has not taken advantage of state-sponsored programs (such as the Certified Local Government Program) that promote and fund preservation of historic and cultural resources.
- The town's many scenic views, incorporating both historic and natural resources, are currently unprotected by town ordinances. Additionally, ordinances do not regulate fence

TOPIC AREA 1: HISTORIC, ARCHAEOLOGICAL AND CULTURAL RESOURCES

height and placement which have potential to obstruct many waterfront views. By protecting the town’s scenic viewsheds, through proactive and creative development regulations (including regulation of fence heights), Kittery can help retain these important visual assets.

- The town’s youth are largely uninvolved in efforts to preserve Kittery’s historic and cultural resources. By sustaining and expanding upon existing education programs, local youth can develop a greater appreciation for local history, and go on to serve as advocates.
- Many visual and performing artists live and work in Kittery and contribute to the economic vitality and quality of life in the town. However, studio, exhibit and performance spaces are limited and the town lacks a mechanism for supporting arts-related start-up businesses. By supporting the local visual and performing arts community, Kittery can fuel the growth of this important piece of the local economy.

KEY RECOMMENDATIONS

The following are recommended policy directions for the Topic Area of Historic, Archaeological and Cultural Resources. While not specifically listed, the formation of a Historic Preservation Commission in Kittery was strongly supported by the public, confirming an identical recommendation included in the 2000 Comprehensive Plan and designated as a high priority action step. See the **table** at the end of the implementation chapter for specific action steps for achieving these. The table includes a

partial listing of existing resources, lead and partners to carry out the actions, suggested phasing, etc.

GOAL STATEMENT 1: TO PROTECT THE TOWN’S CHARACTER BY PRESERVING AND PROTECTING HISTORIC FEATURES AND ARCHAEOLOGICAL AND CULTURAL RESOURCES, AND PROMOTING AN AWARENESS OF THE TOWN’S UNIQUE HISTORY AND CULTURE

1.1 PROTECT HISTORIC AND ARCHAEOLOGICAL RESOURCES

- 1.1.1 Establish a Kittery Historic Preservation Committee;
- 1.1.2 Ensure that new development is in keeping with the context of the neighborhood;
- 1.1.3 Identify and protect the diversity in building and landscape styles that currently make up Kittery’s historic fabric;
- 1.1.4 Establish historic districts to protect significant clusters of buildings;
- 1.1.5 Preserve threatened historic properties from demolition or radical alteration; and
- 1.1.6 Identify and preserve scenic views.

TOPIC AREA 1: HISTORIC, ARCHAEOLOGICAL AND CULTURAL RESOURCES

1.2 PROMOTE KITTERY'S HISTORY

- 1.2.1 Support efforts of the Kittery Naval and Historical Museum/Society to expand operations, programming and facilities; and
- 1.2.2 Educate and raise awareness about the relationship between Kittery's cultural and natural history.

1.3 SUPPORT AND NURTURE KITTERY'S COMMUNITY OF WORKING ARTISTS

- 1.3.1 Provide a mechanism to support arts-related business start-ups;
- 1.3.2 Provide an increased number of artists' studio spaces;
- 1.3.3 Provide more visibility to the work of local artists; and
- 1.3.4 Institute a "Percent for Art" program in the construction of public buildings.

RELATED STRATEGIES FROM OTHER TOPIC AREAS

- 2.1.7 Preserve scenic vistas and views, including scenic roadway corridors.
- 2.2.5 Increase awareness of existing resources and how to enjoy them.
- 8.1.6. Consider adding provisions to support the adaptive reuse of existing historic structures.

8.3.6. Encourage innovative makerspace, (do-it-yourself) DIY spaces that afford artists and small business owners with space to create, invent, and learn in the Foreside, alongside modest retail opportunities for galleries and sales.

TOPIC AREA 1: HISTORIC, ARCHAEOLOGICAL AND CULTURAL RESOURCES

**HISTORIC, ARCHAEOLOGICAL AND CULTURAL RESOURCES:
THREE KEY PLANNING PRINCIPLES**

<p>Environmental Stewardship</p>	<ul style="list-style-type: none"> • By preserving historic buildings, rather than demolishing them and discarding of the materials used in their construction, Kittery will minimize waste disposal
<p>Health & Wellness</p>	<ul style="list-style-type: none"> • By expanding residents’ knowledge of local history and historic resources, Kittery can expand residents’ appreciation for the town, and foster a sense of community pride.
<p>Economic & Social Vitality</p>	<ul style="list-style-type: none"> • By creating a supportive environment for visual and performing artists, Kittery can broaden its economic base and at the same time provide opportunities for socializing for Kittery residents, thus building community and social capital, resulting in a more social, vital Town

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

NATURAL RESOURCES AND RECREATION



Spruce Creek cuts across Kittery from northwest to south, providing a popular recreation spot, as well as a spectacular scenic resource. Protection of its water quality is a high priority for Kittery residents.

STATE OF MAINE Goals:

To protect the State’s other critical natural resources, including without limitation, wetlands, wildlife and fisheries habitat, sand dunes, shorelands, scenic vistas, and unique natural areas

To protect the quality and manage the quantity of the State’s water resources, including aquifers, great ponds, estuaries, rivers, and coastal areas

To safeguard the State’s agricultural and forest resources from development which threatens those resources

To promote and protect the availability of outdoor recreation opportunities for all of Maine citizens, including access to surface waters

To encourage orderly growth and development in appropriate areas of each community, while protecting the State’s rural character, making efficient use of public services, and preventing development sprawl

(Growth Management Act 30-A M. R. S. A. 4312-4350)

GOAL STATEMENT 2: TO PROTECT KITTERY’S NATURAL RESOURCES INCLUDING WATERSHED, FRESH WATER, WETLANDS AND VERNAL POOLS, AGRICULTURAL LANDS, FOREST RESOURCES, OPEN SPACE AND RECREATION

Objective 2.1. Protect and preserve critical open spaces for passive recreation, visual impact and preservation of wildlife habitats, coastal (saltwater) wetlands, freshwater wetlands, and vernal pools

Objective 2.2. Increase opportunities for recreation

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

OVERVIEW

Throughout the comprehensive planning process, Kittery residents pointed to its natural and scenic qualities as some of the town's most valuable resources. Situated on the Atlantic coast and at the mouth of the Piscataqua River, Kittery possesses outstanding natural resources, including seaside dunes, forested wetlands, evergreen-covered uplands, and rolling farmlands, many of which frame treasured scenic views. These resources provide myriad recreational opportunities, from kayaking along the creeks, to building sandcastles on the beaches, to trekking along forested trails. By making a long term commitment to



The historic 300-acre Johnson Farm, also known as Rustlewood Farm, has been protected through a conservation easement, arranged by the Kittery Land Trust.

protecting these resources, Kittery residents will help ensure a healthier, more environmentally sustainable future for the town, and in so doing, foster a higher quality of life.

To protect the town's natural and recreation resources, residents of Kittery will need to continue to undertake several tasks. First, residents will need to identify critical open spaces, including farmlands, forests and scenic vistas, and enact legal and/or regulatory measures to conserve them. Second, residents will need to commit to maintaining existing recreation sites and establish priorities for creating new ones, including evaluating the recommendations of the recently completed draft Athletic Fields Master Plan (not adopted). Third, the town will need to implement a "sustainability plan," one that aims to conserve energy, clean up waterways, and adhere to environmentally-friendly building and construction practices. Each of these efforts must take into account the town's limited financial resources.

Topic Area #2 of the comprehensive plan focuses on protecting the town's natural resources, open space, and recreation resources by encouraging preservation of critical open spaces, increasing opportunities for recreation, and implementing sustainability measures to protect the environment.

Recommendations for Natural Resources and Recreation were developed based on an assessment of existing conditions, public input, best practice, input from town department heads and relevant boards and committees, as well as a review by the Kittery Comprehensive Plan Update Committee and Kittery Planning Board.

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

KITTERY VOICES: PUBLIC INPUT

Kittery residents participated in the comprehensive planning process through several live and on-line forums, where they freely expressed concerns about the wishes for the future of Kittery. Forums included the following:

- three town-wide public forums
- one on-line survey
- committee presence at several town events
- a continuous conversation on an on-line forum
- comment boards at Town Hall and the Kittery Community Center
- a poll on election day regarding top recommendations

Detailed documentation of the public's input is summarized in the introduction to this report and more fully documented in Volume III of the plan.

ASSESSMENT OF EXISTING CONDITIONS: ISSUES AND IMPLICATIONS

Topic Area #2 of the comprehensive plan focuses on protecting Kittery's natural resources and scenic views, and maintaining the many recreation opportunities within the town, and is consistent with the plan's vision and goals for the future. See Volume II of this plan for full documentation of existing conditions.



Protection of the Brave Boat Harbor headwaters is a current joint effort of the Kittery Land Trust and Mount Agamenticus to the Sea Conservation Project.

- Kittery's topography, soils and associated wetlands, as well as shallow depths to bedrock, place limits on the extent of development possible.
- Farmland has all but disappeared in Kittery. Opportunity exists to adopt regulations limiting the amount of farming soils that can be removed from a property, as a means of preserving existing agricultural lands town-wide.

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

- Wells currently supply drinking water to many Kittery homes, making preservation of groundwater and aquifer quality critical to the health of the community.
- The town's current cluster development ordinance, as written, may result in unforeseen and unintended loss of valued natural areas, as well as costs to the community. Opportunity exists to protect Kittery's many unique natural areas, including natural communities, habitat focus areas, and essential habitats, while at the same time preserving individual property-owners' rights, through negotiation of easements and restrictions on wetlands and farmlands; purchase of unprotected open spaces; and creation of buffers between developed lands and preserved open spaces.
- The Kittery Outlets, nearly 30 years old, have had a significant impact on the town's environment, and especially the quality of Spruce Creek. Opportunity exists to improve the quality of Spruce Creek through future redevelopment efforts at the Kittery Outlet area.
- The quality of Kittery's recreation areas, including parks, playing fields, and beaches, is negatively affected by dog and horse waste left by pet owners. Several options are available for controlling and processing dog waste in public open spaces.
- Kittery's athletic fields are in high demand, and since 9/11, the general public has not been permitted to utilize the facilities at the Portsmouth Naval Shipyard. The draft ***Athletic Fields Master Plan*** proposes a phased approach to field management and expansion, and opportunity exists to implement this plan, as needed and financially feasible.
- The existing trail network in Kittery is not well-publicized and many of the trails do not connect. Opportunity exists to create a well-documented non-motorized trail system that runs continuously throughout the town, including conversion of the old trolley bed to a recreational pathway.
- Kittery's existing firearms ordinance permits hunting in some of the town's residential neighborhoods, and some residents have expressed concern about their safety. Opportunity exists to re-visit the existing firearms ordinance so that residents feel safe, while at the same time hunters may continue to pursue their activity.
- Rising sea levels pose a long term threat to development near flood hazard areas, including edges of the town's major surface waters and portions of the watersheds. Currently, Kittery has not adopted a sustainability plan to protect its environmental future, including its surface waters and watersheds. Through the creation and implementation of a sustainability plan, Kittery can conserve energy, protect water quality, and ready itself for the impact of rising sea levels.
- Scenic views, vistas and roads are some of Kittery's most treasured assets, and many stand unprotected from obstruction. Opportunity exists to protect Kittery's visual and scenic qualities, including its scenic roads, while at the same time preserving individual property-owners' rights.

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

KEY RECOMMENDATIONS

The following are recommended policy directions for the Topic Area of Natural Resources and Recreation. See the **table** at the end of the implementation chapter for specific action steps for achieving these. The table includes a partial listing of existing resources, lead and partners to carry out the actions, suggested phasing, etc.

GOAL STATEMENT 2: TO PROTECT KITTERY’S NATURAL RESOURCES INCLUDING WATERSHED, FRESH WATER, WETLANDS AND VERNAL POOLS, AGRICULTURAL LANDS, FOREST RESOURCES, OPEN SPACE AND RECREATION

2.1 PROTECT AND PRESERVE CRITICAL OPEN SPACES FOR PASSIVE RECREATION, VISUAL IMPACT AND PRESERVATION OF WILDLIFE HABITATS, COASTAL (SALTWATER) WETLANDS, FRESHWATER WETLANDS, AND VERNAL POOLS

- 2.1.1 Protect existing open lands, including farmlands and wetlands, from over-development by having larger minimum lot sizes in the rural residential zone
- 2.1.2 Protect Kittery’s remaining farmland (including forests)
- 2.1.3 Protect wildlife corridors
- 2.1.4 Strengthen zoning regulations so that they better preserve critical open spaces and key natural features

- 2.1.5 Review existing hunting regulations to improve safety of residents while, at the same time protecting residents’ right to hunt
- 2.1.6 Consider endorsing the York River Committee's efforts to designate the York River Watershed as a Federal Wild and Scenic River with the Mount Agamenticus-to-the-Sea Initiative and Brave Boat Harbor Initiative
- 2.1.7 Preserve scenic vistas and views, including scenic roadway corridors

2.2 INCREASE OPPORTUNITIES FOR RECREATION

- 2.2.1 Implement a master plan for athletic fields
- 2.2.2 Consider expansion of the season at Fort Foster
- 2.2.3 Reduce dog and horse waste at area beaches and parks (particularly Rogers Park and Seapoint Beach) through enhanced enforcement and public education
- 2.2.4 Support the Kittery Community Center’s strategic plan for program expansion
- 2.2.5 Increase awareness of existing recreation resources and how to enjoy them
- 2.2.6 Establish new and beautifying existing small passive recreation spaces in the commercial areas

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

- 2.2.7 Give priority/preference to Kittery residents for use of boating, recreational fields and recreational facilities
- 2.2.8 Create new kayak-launching sites to provide greater access
- 2.2.9 Revisit existing hunting regulations so that all Kittery residents feel safe but, at the same time reserve residents' right to hunt
- 2.2.10. Work with public and private partners to extend and maintain the existing network of non-motorized trails, and connecting these trails to regional systems.

RELATED STRATEGIES FROM OTHER TOPIC AREAS

- 1.1.6 Preserve threatened historic properties and scenic roads from demolition or radical alteration.
- 1.2. 2. Develop education and raise awareness regarding history and nature.
- 6.1.6 For environmentally sensitive and secluded locations like Seapoint Beach, encourage additional non-motorized visitors through installation of bike racks and bike/pedestrian paths.
- 6.3.2 Education and advocacy effort to increase awareness in residents and business owners on effects of pollutants, pesticides, and stormwater runoff.

- 6.3.4 Work with Portsmouth Naval Shipyard (PNS) to identify and reduce effects of flooding on facility, and to reduce pollutant outflows.
- 6.3.5. Identify a suitable site for storage of floats during storms and update Storm Preparedness Plan accordingly.
- 7.2.3. Support plans for the expansion of programming at the Kittery Community Center.
- 7.2.4. Support healthy lifestyle choices and wellness (increase recreational opportunities to residents of all ages).
- 7.3.2. Continue to provide engaging activities for residents of all ages.
- 8.1.5. Encourage the protection of open space and landscape features within developments and/or in the no growth/limited growth areas.
- 8.2.1. Work with the Kittery Land Trust to create a prioritized list of parcels for open space acquisition.
- 8.2.2. Revisit the Cluster Ordinance to ensure it is effective in meeting its objectives.
- 8.2.3. Consider increasing the minimum lot size in the Rural Residential zoning district to help protect additional open space and encourage the clustering of homes.
- 8.2.4. Explore the feasibility and usefulness of a transfer of development rights bylaw.

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

9.1.4. Monitor, plan for, and mitigate the potential effects of climate change on Kittery's natural resources.

9.2.1. Develop a plan to transition to low and zero impact energy sources.

9.2.3. Develop a public awareness campaign to focus attention on the need to transition to renewable energy sources.

9.3.1. Develop policies that lessen the effects of the built environment on natural resources.

9.3.5. Increase public awareness regarding need to protect the environment for future generations.

**NATURAL RESOURCES AND RECREATION:
THREE KEY PLANNING PRINCIPLES**

Environmental Stewardship	<ul style="list-style-type: none"> • By protecting and preserving critical open spaces, residents will safeguard plants and animals, as well as the town's tremendous scenic qualities
Health & Wellness	<ul style="list-style-type: none"> • By protecting and preserving recreation resources, including athletic facilities, trails and waterways, Kittery will promote recreation, thereby ensuring improved health for residents
Economic & Social Vitality	<ul style="list-style-type: none"> • By protecting and preserving natural, scenic and recreation resources, Kittery will help sustain two important sectors of its economy.

TOPIC AREA 3: ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT



Robert's Grill, along Route 1 near the Outlet Malls.

State Goal:

Promote an economic climate that increases job opportunities and overall economic wellbeing.

(Growth Management Act 30-A M.R.S.A. 4312)

GOAL STATEMENT 3: TO SUPPORT DESIRABLE ECONOMIC DEVELOPMENT, BALANCE THE RELATIONSHIP WITH THE PORTSMOUTH NAVAL SHIPYARD, AND INCREASE THE TOWN'S TAX BASE WHILE ALSO PROVIDING LOCAL JOBS.

Objective 3.1. Attract and retain businesses to sustain the vibrant center at foreside that provides residents and visitors with places to go and spaces to gather

Objective 3.2. Continue to promote economic development in areas already identified by the town

Objective 3.3. Develop guidelines for the future redevelopment of the Route 1 Corridor into a mixed-use pedestrian-oriented area

Objective 3.4. Support and maintenance of existing jobs and the creation of jobs for a variety of skills sets and range of salaries

Objective 3.5. Attract new businesses to the business park

TOPIC AREA 3: ECONOMIC DEVELOPMENT

OVERVIEW

Kittery is fortunate to have mix of mature and burgeoning commercial/industrial areas across town. For decades, the presence of the Portsmouth Naval Shipyard (PNS) has supported and anchored a consistent job base in Kittery. In addition, the Route 1 Outlet Malls also contribute a substantial amount to the commercial tax base in Kittery and draw visitors from all over Northern New England. The town has relied on these two economic development nodes, but questions were raised during this Comprehensive Planning process about their long-term viability and how much should residents rely on them in the future.

The success of economic development areas like the Foreside and Gourmet Alley¹ speak to a new economy in Kittery, and Maine as a whole. A new economy that can be described as a marketplace filled with entrepreneurs who believe in crafting and selling locally-made products supported first by residents and employees in town, and secondarily by visitors. These businesses include restaurants, bakeries, grocers and butchers, art studios, breweries, and many more. The local small business culture in Kittery is providing a counterpart to the larger-scale retailers at the Outlet Mall, or larger office/industrial users that may be attracted to locations like the Kittery Business Park.

While Kittery has been successful in attracting and retaining businesses over time, there are concerns about the future of

commercial/industrial areas in town. With the rise in online retailers, brick and mortar stores like the Outlets may have to become nimbler over time which could result in long-term vacancies and lost revenue. While the PNS is currently very active and has reached its highest employment numbers in recent years, base closures and realignments do happen with military installations and could impact the future of the Shipyard. Finally, the Town has invested substantial funding in the extension of sewer service to the Business Park. While there are still additional utility improvements required, the Town should begin looking at creative ways to market this property to take advantage of its location, access to regional transportation networks, and recuperate the investments already made.

Topic area #3 of the comprehensive plan focuses on retaining existing businesses in Kittery, as well as encouraging additional economic development in key locations throughout the town. This will help increase the commercial tax base, and reduce the reliance on the outlets and the Naval Shipyard as primary job and economic drivers.

Recommendations regarding Economic Development were developed based on an assessment of existing conditions, public input, best practice, input from Town Department Heads and relevant Boards and Committees, as well as a review by the Comprehensive Plan Update Committee and Planning Board.

¹ Gourmet Alley is located along State Road between Walker Street and Red Mill Lane.

TOPIC AREA 3: ECONOMIC DEVELOPMENT

KITTERY VOICES: PUBLIC INPUT

Kittery residents participated in the Comprehensive Planning process through several live and on-line forums, where they freely expressed concerns about and wishes for the future of Kittery; forums included the following:

- 3 town-wide public forums
- one on-line survey
- Committee presence at several Town events
- A continuous conversation on an on-line forum
- Comment Boards at Town Hall and the Kittery Community Center.
- A poll on election day regarding top recommendations

A detailed documentation of the public's input is summarized in the introduction to this report and more fully documented in Volume III of the Plan.

ASSESSMENT OF EXISTING CONDITIONS: ISSUES AND IMPLICATIONS

Topic area #3 of the comprehensive plan focuses on economic development, retaining existing businesses and recruiting new desirable ones in appropriate locations in ways that meet the needs of Kittery residents, and are consistent with the Comprehensive Plan's vision and goals for the future. See Volume II of this Plan for a full documentation of Existing Conditions.

Kittery has several commercial and industrial areas across town at varying levels of maturity and build-out. Each area has its own

unique opportunities and challenges, but all offer viable options to continue to build the Town's commercial tax base, employment base, and range of goods and services.

- Kittery has a **unique mix of business types and economic development areas** that support a relatively large labor force for the size of the town. This provides job opportunities for residents, brings in a daytime population that may spend money in Kittery businesses, and stimulates a healthy commercial tax base. For examples, the area around the Route 1 Outlet Mall and the Foreside are the two highest tax producing location in Kittery on a per acre basis.
- As it stands today, the area around the **Outlet Mall** continues to be successful despite a slight uptick in vacancies. Residents recognize this may not always be the case, and have encouraged the Town to look for ways to provide property owners with the tools appropriate for redevelopment options for when the outlets change over time. Many would like to see this area become a mixed-use center that includes jobs, housing, open space, and recreation opportunities connected by a multi-modal transportation network.
- Residents and businesses recognize the value of the **Foreside**. It is an economic center in the form of a quant livable historic New England town center with the ability to attract residents and visitors alike. The continued success of the Foreside is vital to Kittery's future, and provides a unique space to work, shop, eat, and gather with friends and neighbors. The Town should continue to foster, encourage, and invest in the success of this area.

TOPIC AREA 3: ECONOMIC DEVELOPMENT

- The primary employers in Kittery are **manufacturing and retail businesses**, but the majority of Kittery residents are employed in the healthcare, professional services, and retail sectors. Kittery's unemployment rate has been steadily **decreasing over the last five years**, to a low of 3 percent. The Town should consider completing an economic development plan to look specifically at future opportunities to support the current businesses and look for opportunities to expand the commercial base and employment opportunities.
 - Evaluate through planning and market analyses, the range of options for the area around the Route 1 Outlet Mall would help set the stage for future regulatory change and possible infrastructure investments.
 - Engage the local business community and large commercial land holders in regular and sustained dialogue about what changes would further economic development opportunities in Kittery.
 - Remain flexible and nimble in unique economic development areas like the Foreside or Gourmet Alley to ensure these locations remain eclectic and interesting.
 - While Kittery does have a highly educated workforce, not all residents and employees in town have access to high-skilled high-wage jobs. It is also important that the Town encourages the development of a variety of housing types at a variety of price points to ensure residents of all incomes can find housing they can afford.
- The Town has already invested substantial public funds into the extension of sewer service to the **Business Park**. The Town should work with local landowners, business groups,



and brokers to promote the location and amenities the Park has to offer.

- Within the healthcare employment sector, the **number of businesses and number of employees have been increasing** in Kittery. This may be a growing employment sector the Town should consider when marketing vacant space or land in Kittery. Other ways Kittery may consider marketing to the business community include:

TOPIC AREA 3: ECONOMIC DEVELOPMENT

- Engage in targeted outreach to business and industry sectors marketing Kittery's economic development areas (like the Business Park). The marketing effort could include attending industry conferences, talking with larger-scale developers, or using local and regional brokerage services.
 - Consider hiring a full or part-time economic development staff person who works with the Planning Department and can serve as a liaison to the business community.
 - Continue to update the Kittery Economic Development Opportunities website with fresh content and up to date contact information for Town staff. This website should also include a marketing page for specific properties in Town that are available for lease, sale, or new development.
 - Encourage the formation of a business association or local chamber of commerce to complement the services offered by the York County Chamber of Commerce. This group could serve as a local advocate for the business community, weigh in on local decisions impacting the business community, and help market space and areas for future economic development.
- The PNS employers over **5,000** workers. This has helped increase jobs in high-skilled manufacturing by 34 percent since 2001. It has been noted throughout the planning process that many Kittery residents are not employed at the Shipyard, and there does not seem to be any direct synergies between the Shipyard and businesses in the Foreside. To help stimulate infill development in the Foreside that is consistent with the character of the area, the Town should:
 - Reconsider how the Foreside boundaries are defined and allow for transition areas between the Foreside and adjoining districts. Also, consider expanding the Foreside if the demand is there.
 - If and when town-owned property is available for development/redevelopment, consider offering the land at a reduced price in return for development options that reinforce the goals of the Comprehensive Plan in terms of housing and economic development.
 - Create a streamlined permitting process for small businesses that is easy to read and follow. Consider designating a Town staff person in the planning department as a small business liaison to help with permitting and to be a resource for questions.
 - Evaluate parking requirements in all business districts to ensure redevelopment, or new development, is not hampered by onerous or outdated regulations. This may be particularly useful in areas like Foreside where historically small parcels may be hard to redevelop with new parking regulations.
 - The Town has established **Tax Increment Financing** in economic development areas in the hope of to stimulating new investment and drive the commercial tax base. TIF District 2 which supports that area around the Outlet Mall has been successful, while the Business Park TIF has been **less successful** than the town would have liked. The Town should evaluate the use of TIF to determine if this economic development incentive is producing the benefits intended. If it is, the Town may want to consider other locations where a TIF may be effective.

TOPIC AREA 3: ECONOMIC DEVELOPMENT

KEY RECOMMENDATIONS

The following are the recommended policy directions for the Topic Area of Economic Development. See the Table at the end of the Implementation Chapter for specific Action Steps for achieving these. The Table includes a partial list of existing resources, Lead and Partners to carry out the actions, suggested phasing, etc.

GOAL STATEMENT 3.0: TO SUPPORT DESIRABLE ECONOMIC DEVELOPMENT, BALANCE THE RELATIONSHIP WITH THE PORTSMOUTH NAVAL SHIPYARD, AND INCREASE THE TOWN'S TAX BASE WHILE ALSO PROVIDING LOCAL JOBS.

3.1. ATTRACT AND RETAIN BUSINESSES TO SUSTAIN THE VIBRANT CENTER AT FORESIDE THAT PROVIDES RESIDENTS AND VISITORS WITH PLACES TO GO AND SPACES TO GATHER.

3.1.1. Encourage the collaboration of existing parties concerned with Kittery's economic development.

3.1.2. Evaluate recommendations from the Foreside Forums

3.2. CONTINUE TO PROMOTE ECONOMIC DEVELOPMENT IN AREAS ALREADY IDENTIFIED BY THE TOWN.

3.2.1. Undertake a town-wide Economic Development Study.

3.2.2. Establish resources to continually update the Kittery Economic Development Opportunities website with fresh content and up to date contact information for Town staff.

3.2.3. Consider the benefits of hiring an economic development staff person or other strategy to accomplish objective.

3.2.4. Continue to explore possibility of state legislation that would allow municipalities additional taxing options.

3.2.5. Consider and explore redevelopment options for the Water District parcel.

3.3. DEVELOP GUIDELINES FOR THE FUTURE REDEVELOPMENT OF THE RT. 1 CORRIDOR² INTO A MIXED-USE, PEDESTRIAN-ORIENTED AREA.

3.3.1. Engage property owners and businesses in a process to explore mutually beneficial options for the potential future redevelopment of the area

² Rt. 1 Corridor includes Outlet Malls and the Route 1 Bypass.

TOPIC AREA 3: ECONOMIC DEVELOPMENT

3.3.2. Evaluate through planning and market analyses, the range of options for the area that includes the Route 1 Outlet Mall that would help set the stage for future regulatory change and possible infrastructure investments.

3.4. SUPPORT THE MAINTENANCE OF EXISTING JOBS AND THE CREATION OF JOBS FOR A VARIETY OF SKILL SETS AND RANGE OF SALARIES.

3.4.1. Create a streamlined permitting process for small businesses that is easy to read and follow.

3.4.2. Remain flexible and nimble in unique economic development areas like the Foreside or Gourmet Alley to ensure these locations remain eclectic and interesting.

3.4.3. Continue to support Kittery’s maritime-based economy including the fishing and lobster industry by maintaining access to the working waterfront and creating innovative avenues to connect fishing to the local economy.

3.4.4. Work cooperatively with other York County municipalities to explore regional approaches to economic development.

3.5. ATTRACT NEW BUSINESSES TO THE BUSINESS PARK.

3.5.1. Consider engaging the services of a consultant to complete an economic/feasibility study for the Business Park area.

3.5.2. Continue to engage in targeted outreach to identified business and industry sectors marketing Kittery’s economic development areas.

RELATED STRATEGIES IN OTHER TOPIC AREAS

Encourage a mix of housing types and price point in Kittery. This will help ensure employees have a place to live, and Kittery residents can afford to remain in their homes and contribute to the local economy. (See Housing Section for specific strategies)

8.3.5. Look for opportunities to leverage town-owned land or buildings to support town-wide goals for housing and job creation.

8.3.6. Encourage innovative makerspaces (do-it-yourself) DIY spaces that afford artists and small business owners with space to create, invent, and learn in the Foreside, alongside modest retail opportunities for galleries and sales.

8.4.1. Increase the long-term viability of the working waterfront through coordination with fishermen and protection of piers and dockside facilities.

TOPIC AREA 3: ECONOMIC DEVELOPMENT

8.4.2. Look for ways to allow and/or support unique business ideas along the waterfront that integrate traditional marine-related businesses with new and innovative business ventures. Ensure that use definitions and permitting processes do not restrict innovative ideas for keeping marine-related jobs and industries financially-viable in Kittery.

8.6. Explore feasibility of development in the business park



**ECONOMIC DEVELOPMENT:
THREE KEY PLANNING PRINCIPLES**

<p>Environmental Stewardship</p>	<ul style="list-style-type: none"> • By focusing economic development in locations that are already served by transportation and public utility infrastructure, the Town will reduce the amount of impervious surface and impact to local water resources.
<p>Health & Wellness</p>	<ul style="list-style-type: none"> • A strong economy provides jobs to many Kittery residents, which in turn provides a steady stream of income that can be spent on healthcare, healthy foods, and recreation opportunities.
<p>Economic & Social Vitality</p>	<ul style="list-style-type: none"> • Preserving existing amenities, historic buildings, and landscapes, Kittery will further promote tourism as a major sector of the local economy. • A high labor force participation rate means more Kittery residents are working, have a reliable source of income, and are therefore more likely to spend money locally to support Kittery’s network of businesses.

TOPIC AREA 4: HOUSING

HOUSING



A typical older single-family home in Kittery.

STATE OF MAINE Goal:

To encourage and promote affordable, decent housing opportunities for all Maine citizens.

Growth Management Act 30-A M.R.S.A. 4312-4350

GOAL STATEMENT 4: TO PROVIDE A RANGE OF HOUSING TYPES TO MEET THE NEEDS OF INDIVIDUALS THROUGHOUT THEIR LIFECYCLE AND TO SUPPORT RESIDENTS WITH A RANGE OF INCOMES

Objective 4.1. Attract young people and retain residents with a variety of incomes

Objective 4.2. Support elderly residents' ability to age in place

TOPIC AREA 4: HOUSING

OVERVIEW

Housing is an essential component of day-to-day life for every man, woman, and child. It can be a source of pride and happiness, but can also be a source of concern, particularly for those residents who are living in housing that is may be unaffordable to them based on their household income. As the cost of living in Maine escalates, many struggle to cut costs without detrimentally impacting their quality of life. In many cases, it is challenging for residents to make changes when it comes to housing.

Throughout the comprehensive planning process, residents of Kittery showed interest in looking for ways to expand housing choices in town. Many residents expressed their desires for supporting additional affordable housing development, ensuring employees who are in Kittery for short-term employment have an affordable place to live, and looking for ways to support seniors who want to downsize but still remain in the community.

Topic area #4 of the comprehensive plan focuses on creating housing at different price points, in a variety of locations, and of different styles and sizes to support the needs of Kittery residents.

KITTERY VOICES: PUBLIC INPUT

Kittery residents participated in the comprehensive planning process through several live and on-line forums, where they freely expressed concerns about the wishes for the future of Kittery. Forums included the following:

- three town-wide public forums
- one on-line survey
- committee presence at several town events
- a continuous conversation on an on-line forum
- comment boards at Town Hall and the Kittery Community Center
- a poll on election day regarding top recommendations

Detailed documentation of the public's input is summarized in the introduction to this report and more fully documented in Volume III of the plan.

ASSESSMENT OF EXISTING CONDITIONS: ISSUES AND IMPLICATIONS

Topic Area #4 of the comprehensive plan focuses on providing a range of housing types to serve the needs of all residents of all income levels, and is consistent with the plan's vision and goals for the future. See Volume II of this plan for full documentation of existing conditions.

- Kittery's median home value for owner-occupied housing is lower than surrounding communities¹, but the median month rent for renter-occupied units is higher. As housing demand grows and prices increase, it will be important for the Town to consider ways of increasing access to affordable housing.

¹ Surrounding communities used for comparison include York, Eliot, Newington, and Portsmouth.

TOPIC AREA 4: HOUSING

- While many new single-family homes have high price points and tax bills, the more compact development pattern found in locations like the Foreside actually produce more property taxes per acre than homes in places like Gerrish Island.
- There is a need to address housing challenges for foreign students working seasonally at Kittery businesses.
- The increasing senior population in Kittery will need housing appropriately designed, sized, and located to accommodate this growing population.
- Since 2005, a majority of the new housing built has located north of Spruce Creek to the east of Route 1, and in the area north of Route 101 and west of Route 1. These were areas the previous comprehensive plan designated as limited to no growth. The predominate development pattern in these areas has been single-family subdivisions with houses on large lots.
- It will be important to determine if the current lot area minimums in the zoning districts covering the no/limited growth areas are effective.
- The dimensional requirements in Kittery's zoning are designed in such a way as to discourage larger multi-family buildings in some of the key areas residents would like to see them. This is true of the Mixed-Use Zoning along Route 1 which has very high lot size and square foot per dwelling unit requirements. Multi-family developments are dominated by buildings that have fewer than nine units, highlighting the fact

that multi-family developments of a larger size and scale are not being built in Kittery.

KEY RECOMMENDATIONS

The following are recommended policy directions for the Topic Area of Housing. See the table at the end of the implementation chapter for specific action steps for achieving these. The table includes a partial listing of existing resources, lead and partners to carry out the actions, suggested phasing, etc.

GOAL STATEMENT 4: TO PROVIDE A RANGE OF HOUSING TYPES TO MEET THE NEEDS OF INDIVIDUALS THROUGHOUT THEIR LIFECYCLE AND TO SUPPORT RESIDENTS WITH A RANGE OF INCOMES

4.1 ATTRACT YOUNG PEOPLE, RETAIN RESIDENTS, AND SUPPORT EMPLOYEES WITH A VARIETY OF INCOMES

- 4.1.1 Undertake a housing plan with strategies to better understand the housing supply and demand, and achieve affordable housing goals;
- 4.1.2 Create a housing committee or housing trust;
- 4.1.3 Adopt inclusionary zoning as a way to create more affordable housing in Kittery;

TOPIC AREA 4: HOUSING

- 4.1.4. Update zoning regulations to encourage multi-family housing where appropriate;
- 4.1.5. Provide tax incentives or modified dimensional and parking standards for developers who create housing in desirable locations at a variety of price points; and
- 4.1.6. Work with area employers to set up a volunteer or paid housing program where employees on a J-1 visa can stay with Kittery residents.

4.2. SUPPORT ELDERLY RESIDENTS’ ABILITY TO AGE IN PLACE

- 4.2.1. Create a tax incentive program to lower property taxes for senior residents;
- 4.2.2. Update zoning regulations to allow for different housing types that meet the needs of today’s senior residents;
- 4.2.3. Provide incentives for developers to take advantage of Kittery’s cluster zoning ordinance, particularly if affordable housing is provided. This may include expedited permitting, reduced application fees, relaxed dimensional standards, relaxed parking standards where applicable; and
- 4.2.4. Encourage any new developments restricted to seniors is within a safe walking distance to nearby amenities and/or supported by a local public transit option.

RELATED STRATEGIES FROM OTHER TOPIC AREAS

3.3.1. Engage property owners and businesses in a process to explore mutually beneficial options for potential redevelopment of the area (could include mixed use, housing above retail).

8.1.3. Continue efforts to encourage development to locate in areas where public utilities are already provided.

8.1.4. Continue efforts to direct new commercial and multi-family residential development to existing commercial, industrial, and urban/suburban residential districts.

8.1.5. Encourage the protection of open space and landscape features within development and/or in the limited growth areas (review and revise the Cluster Development requirements to encourage its use).

8.1.6. Consider adding provisions to support the adaptive reuse of existing historic structures (Consider adopting an Adaptive Reuse Ordinance).

8.1.7. Consider amending zoning to provide for more affordable housing (consider adoption of inclusionary housing ordinance and other regulations to encourage and support the provision of a range of affordable housing types).

8.2.2. Revisit the Cluster Ordinance to ensure it is effective in meeting its objectives.

TOPIC AREA 4: HOUSING

8.3.3. Reduce land area per dwelling unit requirements for multi-family housing.

8.3.5. Look for opportunities to leverage town-owned land or buildings to support town-wide goals for housing and job creation.

9.1.5. Monitor, plan for, and mitigate the potential impacts on climate change on Kittery’s built environment (Consider developing regulations that add submission requirements to projects within 250 feet of a coastal wetland such that the design takes into account sea level rise).

HOUSING AND THREE KEY PLANNING PRINCIPLES

Environmental Stewardship	<ul style="list-style-type: none"> Developing housing in locations that are already served by public utilities and an existing transportation network will help cut down on greenfield development in Kittery.
Health & Wellness	<ul style="list-style-type: none"> Co-locating housing and employment opportunities and connecting them with a sidewalk and bike network will provide healthy transportation choices that make it easier to get around without a car.
Economic & Social Vitality	<ul style="list-style-type: none"> Encouraging a mix of housing types and price points will provide options to Kittery residents who want to stay in town, and age in place. This will help preserve the social fabric of the town. A mix of housing types and price points will encourage businesses to locate and stay in Kittery because their employees can find housing that meets their needs at a price point that matches with their household income.

TOPIC AREA 4: HOUSING

ENDNOTES

Portsmouth, NH. Article highlighting a discussion regarding inclusionary zoning and affordable housing.
<http://www.seacoastonline.com/news/20160511/portsmouth-panel-seeks-affordable-housing-solutions>

Portland, ME. Link to their housing committee as an example.
<http://www.portlandmaine.gov/582/Housing-Committee>

Tiny Houses
<http://thetinylife.com/what-is-the-tiny-house-movement/>

Co-Housing
http://www.cohousing.org/what_is_cohousing

TOPIC AREA 5: TRANSPORTATION

TRANSPORTATION



Bicycling is a popular means of transportation throughout Kittery.

STATE OF MAINE Goal:

To plan for, finance and develop an efficient system of public facilities to accommodate anticipated growth and economic development.

(Growth Management Act 30-A M.R.S.A. 4312-4350)

GOAL STATEMENT 5: TO IMPROVE SAFETY AND EASE OF GETTING AROUND TOWN AND BETTER CONNECT THE “PIECES” OF KITTERY. PROVIDE ALTERNATIVES TO AUTOMOBILE TRAVEL WITH SAFE AND PLEASANT BIKE ACCOMMODATIONS AND WALKING PATHS.

Objective 5.1. Address traffic safety and congestion

Objective 5.2. Make walking and biking safe and pleasant

Objective 5.3. Explore ways of providing non-vehicular modes of transportation

Objective 5.4. Explore ways of increasing parking options

TOPIC AREA 5: TRANSPORTATION

OVERVIEW

An efficient transportation system is one that provides safe and well maintained facilities for all of its users. While most towns have relied on an auto-centric transportation system beginning in the early 20th century, there has been a recent shift to provide a better balance between automobile travel and non-auto travel alternatives including walking, bicycling, transit and ridesharing. Walking and biking facilities promote more social interaction in the community, provide opportunities for exercise for the entire population, and have less of a negative impact on the environment. An efficient transportation system will serve the following users:

- Commuters who must drive to their drive jobs
- Residents to travel to town to shop, get services and eat
- Parents with young children
- Students
- Teenagers
- The elderly
- Persons with mobility challenges
- Residents without vehicles
- Businesses
- Tourists and visitors
- Through-traffic including trucks
- Emergency services
- Travel for recreation

Throughout the comprehensive planning process, citizens of Kittery showed interest in making walking and biking more

possible and improving pedestrian and bicycle infrastructures, traffic operations and safety. They also had a desire for a town-wide shuttle and they supported specific parking strategies, such as developing a town-wide parking plan and considering establishing a centrally located parking area with trolleys/shuttle buses. They were concerned about traffic especially related to the Portsmouth Naval Shipyard (PNS).

KITTERY VOICES: PUBLIC INPUT

Kittery residents participated in the comprehensive planning process through several live and on-line forums, where they freely expressed concerns about the wishes for the future of Kittery. Forums included the following:

- three town-wide public forums
- one on-line survey
- committee presence at several town events
- a continuous conversation on an on-line forum
- comment boards at Town Hall and the Kittery Community Center
- a poll on election day regarding top recommendations

Detailed documentation of the public's input is summarized in the introduction to this report and more fully documented in Volume III of the plan.

TOPIC AREA 5: TRANSPORTATION

ASSESSMENT OF EXISTING CONDITIONS: ISSUES AND IMPLICATIONS

Topic Area #5 of the comprehensive plan focuses on addressing traffic safety and congestion; making walking and biking safe and pleasant; providing alternative modes of transportation; and increasing parking options, and is consistent with the plan's vision and goals for the future. See Volume II of this plan for full documentation of existing conditions.

AUTOMOBILE TRAFFIC

- **Kittery is the largest work destination for Kittery residents and for residents in the KACTS communities.** This is mainly because of the Portsmouth Naval Shipyard (PNSY) in Kittery, which is also the major traffic generator on local streets in Kittery. **Traffic backing up into residential neighborhoods during the daytime shift change is a major issue.** Coordinating with PNSY about expanding the existing shuttle bus service and providing central and satellite parking facilities for PNSY workers may help alleviate this situation.
- **The number of trips for all travel modes in Kittery has increased since 2000, except for the drive alone trips, which have decreased.** The percent of workers who biked or worked at home increased significantly in 2010-2014 compared to 2000. **In Kittery, the number of workers who worked at home almost doubled since 2000.** This helps to reduce traffic at peak hours, but may account for some of the

increase in a desire to make Kittery more walkable and bike friendly.

- **Kittery has 73.42 miles of roadways**, including Interstate 95. The highway interchanges in Kittery comprise of approximately 1.5% of the total town land area. **The interchanges have a significant impact on existing and future land use and development. Interchanges occupy many acres of land that are unavailable for development and/or local circulation.**
- Recently built residential developments on the northern side of Kittery (for example, off of Haley Road) are characterized with **long dead-end streets (cul-de-sacs), which limit access and prevent connectivity to the roadway network.**
- **Most of the roadway segments experienced a decrease in ADT volume between 2010 and 2013.** ADT on Shapleigh Road increased up to 22% during this period.
- When **I-95 experiences congestion, particularly during summer months**, local roadways experience congestion and are used as cut-throughs.
- There were **nine high crash locations** (six of them are intersections and three are segments of roadway) in Kittery between 2013 and 2015. Identifying improvements needed at critical intersections (including signal optimization and coordination) and roadways would optimize capacity and improve operations, mobility and safety.

TOPIC AREA 5: TRANSPORTATION

PARKING

- With the recent addition of new restaurants and shops, **parking demand has increased in the Foreside area.** Some residents have indicated that it is difficult to park in this area during peak periods, particularly during the summer. Management of spaces may improve parking efficiency, which may make it easier to walk or bike. A Town-wide Parking Management Plan would help evaluate parking supply, demand and utilization in Downtown Kittery and commercial areas and may improve parking efficiency.

WALKING AND BIKING

- **Route 103 is a narrow, winding roadway shared by vehicles, motorcycles, and bicyclists,** particularly on warm weather weekends, often making it unsafe for bicycle travel. Bicycle-pedestrian projects on Route 103 are listed in the **MaineDOT Work Plan for Calendar Years 2015-2016-2017.** The design and construction standards for streets and pedestrian ways provided in the **Land Use and Development Code** of Kittery include design standards for sidewalks but do not provide standards for bicycle accommodations.¹
- Most of the sidewalks in Kittery are along US Route 1 and in the Foreside area. The **Sidewalk Condition Report**, which

¹ Town of Kittery. **Title 16 Land Use and Development Code.** Recodified on July 26, 2010 and latest amendment made on October 26, 2015. Page 178.



While many workers at the Portsmouth Naval Shipyard commute by bicycle, the bulk of employees arrive by vehicle, either individually or in carpools.

- includes inventory of sidewalks, **has not been updated since 2000.** **Updating the Sidewalk Condition Report** would help identify gaps and improvements needed in sidewalks and developing a Bike Plan would help in identifying specific bicycle improvements, schedule and funding. The Kittery Area Comprehensive Transportation System (KACTS) has completed a study with Kittery to identify opportunities to make Route 1 Bypass more bike and pedestrian friendly.
- Developing a **Complete Streets policy** would accommodate all modes of transportation and make streets attractive and

TOPIC AREA 5: TRANSPORTATION

safe which would encourage more pedestrian and biking activities.

- Kittery does not participate in the MaineDOT **Safe Routes to School (SRTS) Program**. However, due to the location of the elementary school, this program may have limited benefit.

PUBLIC TRANSIT

- In Kittery, COAST provides year round limited transit services. **Out of five COAST routes, four are express commuter routes.**
- The existing public transit services in Kittery are mainly commuter services that serve the PNSY. Evaluating the potential for a town-wide shuttle service on main routes in Kittery, evaluating potential for car-sharing opportunities such as Zipcar and developing regulations for ride-sourcing services such as Uber and Lyft would promote alternative modes of transportation as well as connect Kittery to other towns. **There used to be shuttle bus service** that operated on Route 103 in Kittery, but it has not been provided for several years. It may be desirable to revisit this concept.
- **Paratransit service, ridesharing programs and van services are available** to Kittery residents through various organizations. These can help to reduce traffic congestion.

The following is a preliminary list of issues, challenges and opportunities posed by the findings of the inventory of existing conditions of Kittery's transportation system:

- Traffic issues around Portsmouth Naval Shipyard, Route 1, Memorial Bridge, Haley Road;
- No public transit service;
- Perceived lack of parking issues in Foreside and shoreline areas;
- Limited bicycle facilities;
- Limited existing pedestrian facilities;
- Opportunities to develop Complete Streets policy and evaluate roadway standards for complete streets; and
- The ongoing Sarah Mildred Long Bridge replacement project, which is scheduled to open to traffic in September 2017. The project is scheduled to be completed by June 1st, 2018.²

KEY RECOMMENDATIONS

The following are the recommended policy directions for the Topic Area of Transportation. See the **table** at the end of the implementation chapter for specific action steps for achieving these. The table includes a partial listing of existing resources, lead and partners to carry out the actions, suggested phasing, etc.

² MaineDOT. The Sarah Mildred Long Bridge Replacement - The Regional River Crossing. <http://maine.gov/mdot/sml/>

TOPIC AREA 5: TRANSPORTATION

GOAL STATEMENT 5: TO IMPROVE SAFETY AND EASE OF GETTING AROUND TOWN AND BETTER CONNECT THE “PIECES” OF KITTERY. PROVIDE ALTERNATIVES TO AUTOMOBILE TRAVEL WITH SAFE AND PLEASANT BIKE ACCOMMODATIONS AND WALKING PATHS.

5.1 ADDRESS TRAFFIC SAFETY AND CONGESTION

- 5.1.1 Create a Transportation Advisory Committee
- 5.1.2 Identify measures to improve operations, mobility and safety
- 5.1.3 Maintain public roadways, sideways, bike paths and trails

5.2 MAKE WALKING AND BIKING SAFE AND PLEASANT

- 5.2.1 Improve pedestrian and bicycle facilities by providing and developing sidewalks, walking trails and bike paths
- 5.2.2 Update *Land Use and Development Code* of Town of Kittery to include standards for bicycle accommodations
- 5.2.3 Develop Complete Streets Policy
- 5.2.4 Promote pedestrian and bicycle education

5.3 EXPLORE WAYS OF PROVIDING NON-VEHICULAR MODES OF TRANSPORTATION

- 5.3.1 Improve transit service and connections
- 5.3.2 Promote alternative modes of transportation
- 5.3.3 Consider bike sharing alternatives
- 5.3.4 Consider boat taxis
- 5.3.5 Promote sustainable green transportation practices.

5.4 EXPLORE WAYS OF INCREASING PARKING OPTIONS

- 5.4.1 Evaluate town-wide current parking conditions and parking policies
- 5.4.2 Maximize parking efficiency and explore shared parking opportunities

TOPIC AREA 5: TRANSPORTATION

RELATED STRATEGIES FROM OTHER TOPIC AREAS

3.3.2. Evaluate the range of options for the Route 1 Corridor that would help set the stage for future regulatory change and possible infrastructure investments (including for transportation systems).

6.1.1. Develop a public education campaign to inform boaters of navigational challenges.

6.1.2. Explore the possibilities of providing shared parking working with owners of Frisbee Store property.

6.1.6. For environmentally-sensitive and secluded locations like Seapoint Beach, encourage additional non-motorized visitors through the installation of bike racks and bike/pedestrian paths.

6.1.8. Install signage to parking lot at Mitchell School, which is available to public in summer and on non-school days, and offers overflow parking to Pepperrell Cove.

7.2.4. Support healthy lifestyle choices and wellness (improve and increase walking and biking infrastructure so that it is safe and pleasant.

7.3.2. Continue to provide engaging activities for residents of all ages (provide transportation options for young people and seniors).

9.3.1. Develop policies that lessen the efforts of the built environment on natural resources.

TRANSPORTATION:
THREE KEY PLANNING PRINCIPLES

<p>Environmental Stewardship</p>	<ul style="list-style-type: none"> • The transportation recommendations promote use of alternative modes of transportation such as taking public transit, carpooling, walking, and biking, which can help decrease greenhouse gas emissions and reduce traffic congestion. Additionally, alternative modes of transportation can also help reduce carbon monoxide, sulfur dioxide, particulate matter and other pollutants emitted by motor vehicles. • The recommendations also promote sustainable green transportation practices by incorporating measures such as evaluating the potential for providing electric car charging stations and evaluating feasibility of electric buses or trolleys, which help in reducing greenhouse gas emissions.
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TOPIC AREA 5: TRANSPORTATION

<p>Health & Wellness</p>	<ul style="list-style-type: none"> • The Transportation Implementation Plan promotes the health and wellness of Kittery’s residents, workers and of the community as a whole by including measures that would make walking and biking safe and pleasant, and would promote alternative modes of transportation such as taking public transit and carpooling. • These measures would provide opportunities for healthy lifestyle choices as well as support the recreational needs of all ages. Walking and biking provide health benefits and can be one part of an overall exercise program. Using public transportation versus driving alone can be less stressful since people do not have to worry about traffic congestion, tiredness, finding parking spaces, and traffic-related injuries and fatalities.
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<p>Economic & Social Vitality</p>	<ul style="list-style-type: none"> • Kittery can promote all modes of transportation by applying a Complete Street policy to roadways. A Complete Street policy would help in creating safe streets and would encourage more pedestrian and biking activities which in turn promote vitality and energy in an area. • Additionally, developing a Parking Management Plan; providing safe pedestrian connectivity between the parking areas and key destinations via sidewalks and bike paths; identifying gaps and improving sidewalks and bike paths; providing bicycle accommodations on roads can encourage more people to be physically as well as socially active, which would provide economic support to the local businesses. • Carpooling and ride-sharing programs promote high occupancy vehicle travel and can lead to community building and social networking. • All of these measures help to develop a place where people want to be and congregate, which generates opportunities for businesses to serve the population.
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TOPIC AREA 6: MARINE RESOURCES

MARINE RESOURCES



The Kittery waterfront along the Back Channel, a hub for commercial fishing and recreational boating, with the Portsmouth Naval Shipyard, a key local employer, located across the channel.

State of Maine Goal:

To protect the State’s marine resources industry, ports and harbors from incompatible development and to promote access to the shore for commercial fishermen and the public.

(Growth Management Act 30-A M.R.S.A. 4312-4350)

GOAL STATEMENT 6: TO PROTECT THE TOWN’S COASTLINE, THE WORKING WATERFRONT, AND ENSURE APPROPRIATE ACCESS TO AND ENJOYMENT OF THE WATER WHILE PROTECTING IT FROM ENVIRONMENTAL IMPACTS

Objective 6.1. Increase access to the waterfront

Objective 6.2. Promote working waterfront

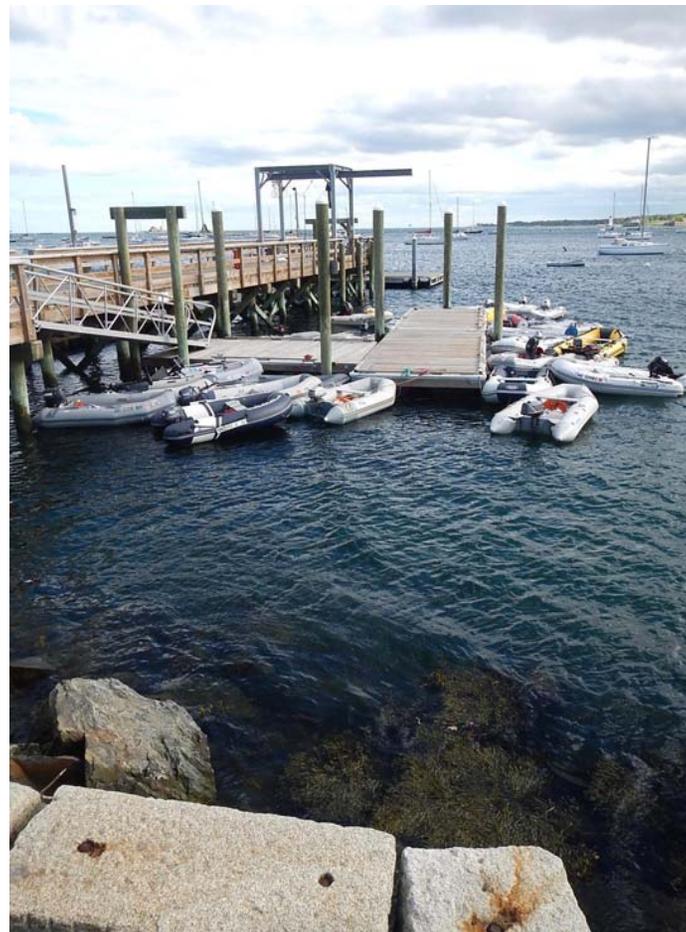
Objective 6.3. Protect marine resources

TOPIC AREA 6: MARINE RESOURCES

OVERVIEW

Throughout the comprehensive planning process, citizens of Kittery identified the town's marine resources as central to the identity and economy of the community. With its mix of ocean shorelines, bays, estuaries, public parks, and working waterfront, it is one of Kittery's prized assets, and a core component of the community's character. The resources are also widely appreciated by residents, and there is widespread agreement on the importance of their preservation, and where possible, enhancement. While the busy boating piers, major public parks, and the Portsmouth Naval Shipyard may be the best known aspects of the Kittery waterfront, the estuaries, creeks, and backbays provide extensive opportunities for public access and are valuable natural resource areas. Marine resources in Kittery include 34 miles of shoreline, with rock outcrops, salt marshes, sandy beaches, waterfront recreational areas, coves and moorings, commercial marinas, and the major federal shipbuilding and repair facility at the Naval Shipyard.

In the adjacent offshore areas are Badger's Island, Seavey (site of the Naval Shipyard) and Wood Island, site of the Wood Island Life Saving Station, which is now under renovation. The Isles of Shoals archipelago are a unique historic site and active harbor and destination for visitors. Important waterfront natural areas include Seapoint Beach, Rachel Carson National Wildlife Refuge, Fort Foster, and Fort McClary. The primary Town-operated mooring is Pepperrell Cove, which has a large wharf, two piers, slips, the main mooring field, dinghy tie-up, boat launch, Harbor Master's office, trash disposal facilities, and bathroom. Government Street Wharf, in the Foreside, is a key facility for



Dinghies tied up at Fishing Pier at Pepperrell Cove, the primary Town-operated mooring facility

commercial fishermen to load and unload their vessels and has a marine hoist. At the Traip Academy, there is a boat launch, floats, and a small dinghy area, which some boaters use to access their

TOPIC AREA 6: MARINE RESOURCES

moorings in the Back Channel, the second largest mooring field in Kittery.

To preserve, protect, and best utilize these resources, residents of Kittery will need to concentrate on a number of issues. While residents appreciate the beauty of the local waterways, not all may understand the extent of the resources' role in the local economy, contribution to property values, and as core components of what makes Kittery a unique place. The environmental impacts of activities such as lawn fertilization, dog walking, and property development are also not fully understood or accounted for. The Town-operated marinas are well-managed, but 12-15 year waiting lists for moorings limits the ability of new users to utilize them. There are concerns about the availability of parking in numerous locations, accompanied by concerns that increasing access will strain environmentally sensitive areas. Underlying all of these discussions are rising sea levels, water temperatures, and increased risks from flooding. The management of Kittery's marine resources will need to take the both the day-to-day concerns and the longer-term changing circumstances into account.

Topic area #6 of the comprehensive plan focuses on protecting the town's marine resources by encouraging residents, business owners, and visitors to identify opportunities to increase access to the waterfront where needed and without causing undue impact on adjacent properties, support the economic viability of marine-based industries (including fishing and lobstering) through protection of landside facilities such as docks, and continue to monitor and improve water quality and overall health of the waterways through reduction in pollutants.

Recommendations regarding Marine Resources were developed based on an assessment of existing conditions, public input, best practice, input from Town Department Heads and relevant Boards and Committees, as well as a review by the Comprehensive Plan Update Committee and Planning Board.

KITTERY VOICES: PUBLIC INPUT

Kittery residents participated in the Comprehensive Planning process through several live and on-line forums, where they freely expressed concerns about and wishes for the future of Kittery; forums included the following:

- 3 town-wide public forums
- one on-line survey
- Committee presence at several Town events
- A continuous conversation on an on-line forum
- Comment Boards at Town Hall and the Kittery Community Center.
- A poll on election day regarding top recommendations

A detailed documentation of the public's input is summarized in the introduction to this report and more fully documented in Volume III of the Plan.

ASSESSMENT OF EXISTING CONDITIONS: ISSUES AND IMPLICATIONS

Topic area #6 of the comprehensive plan focuses on maintaining and improving the waterfront areas of Town in a way that meets the needs of Kittery residents, and is consistent with the

TOPIC AREA 6: MARINE RESOURCES

Comprehensive Plan’s vision and goals for the future. See Volume II of this Plan for a full documentation of Existing Conditions.

- Demand for access to the waterfront and for boating access is consistently high, and at peaks times, can be greater than the ability of existing landside facilities and moorings to meet. Much of the shoreline is privately owned or in dedicated public parks or conservation land, and sites suitable for development of marina/launch facilities are limited. **Challenges include exposure to rapid currents in the Piscataqua River, exposure to ocean winds and waves, and limited land area suitable for parking and marina construction.**
- Storm winds and waves limit opportunities for additional moorings in exposed areas such as Fort Foster. **The floats are vulnerable to damage during storms.**
- As a coastal community with a densely-developed shoreline, extensive waterfront recreational areas, and a working waterfront, Kittery is going to experience direct impacts from sea level rise. Gulf of Maine waters are warming faster than 99.8% of the world’s oceans, with 5.5 degrees Fahrenheit of increase in the last decade. **Kittery has not developed a sea level rise or climate adaptation plan, unlike the nearby communities of Exeter and Wells, and Portsmouth, NH.**
- A significant portion of the available parking at Pepperrell Cove is in a lot across Route 103/Pepperrell Road. While the lot is deed-restricted as parking, **the property is in private ownership and the deed restriction does not require the parking lot to be available to the general public.**
- The Town-operated mooring facilities at Pepperrell Cove and Traip Academy are heavily used, **there is a 12-15 year waiting list for moorings, and there is no available space at these locations for installation of additional moorings.** Traip Academy is well-suited for launching trailerable boats and kayaks.
- Swift currents in the Piscataqua can pose a hazard to small vessels, particularly to human-powered craft such as kayaks. **Boaters, particularly visitors to Kittery, who want to kayak or sail on the Piscataqua should be made aware of tides and currents.**

TOPIC AREA 6: MARINE RESOURCES



Commercial fishing boats docked adjacent to the Government Street Wharf in the Kittery Foreside

- Run-off and direct source pollution have led to the contamination of area waters and to shellfishing restrictions, with prohibitions in certain areas. Major sources affecting the Piscataqua River are wastewater treatment plants (WWTP) outfalls from South Berwick and Kittery, and from Portsmouth and Newington in New Hampshire. The Portsmouth Naval Shipyard is also a major pollution and effluent source. **Portsmouth is upgrading its Pierce Island treatment plant but the facility will bypass stormwater from secondary treatment during wet weather.**
- The Spruce Creek watershed is identified by Maine Department of Environmental Protection as a “nonpoint source pollution priority watershed”, and water quality is actively monitored by the Town of Kittery. **Water quality is further threatened by development pressure in the watershed, and there are no restrictions on pesticide and fertilizer use.**
- The numerous waterfront public areas, such as Fort Foster and Seapoint Beach, are widely used and regarded as major assets by the community. There are concerns about the impacts the users have on the parks, **with the issue of dog waste (and also horse waste at Rogers Park) a primary concern.**
- **Residents are divided on whether to build facilities, e.g., parking, for increased usage of certain parks.** Some residents have called for expanded access, while others feel increased usage will be damaging to environmentally sensitive

TOPIC AREA 6: MARINE RESOURCES

locations. There is also a difference of opinion on whether any increased access should be open to all or limited to Kittery residents.

- There is at present no fixed location public pumpout facility from Great Bay to the Portsmouth Harbor entrance. While there is a State-operated pumpout boat, it has limited hours and capacity. **Thus, it can be difficult for boat owners to dispose of waste in an environmentally responsible fashion.**
- **Long-term siltation in Pepperrell Cove and a lack of dredging have decreased available water depths.** The sedimentation, and moreover, the limited space for maneuvering within the mooring field prohibits the passage of larger vessels. **These factors limit the draft and size of boats able to access the moorings and piers.**
 - The town's many **scenic views, including views of the water, are currently unprotected by town ordinances.** Additionally, ordinances do not regulate fence height and placement which have potential to obstruct many waterfront views.
 - Due to underlying soil conditions, **septic system failures have been reported in areas near the border with York, ME.** This is long-term problem first evaluated in the late 1990s. The area is considered as high-value for land conservation, and is also facing development pressure.



The Kittery Harbor Master's office at Pepperrell Cove

KEY RECOMMENDATIONS

The following are the recommended policy directions for the Topic Area of Marine Resources. See the Table at the end of the Implementation Chapter for specific Action Steps for achieving these. The Table includes a partial list of existing resources, Lead and Partners to carry out the actions, suggested phasing, etc.

TOPIC AREA 6: MARINE RESOURCES

GOAL STATEMENT 6.o: TO PROTECT THE TOWN'S COASTLINE, THE WORKING WATERFRONT, AND ENSURE APPROPRIATE ACCESS TO AND ENJOYMENT OF THE WATER WHILE PROTECTING IT FROM ENVIRONMENTAL IMPACTS

OBJECTIVE 6.1 ENSURE APPROPRIATE ACCESS TO THE WATERFRONT

- 6.1.1. Develop a public education campaign to inform boaters about safe boating practices and the navigational challenges and hazards in area waterways.
- 6.1.2. Explore the possibilities of providing shared parking working with owners of Frisbee Store property.
- 6.1.3. Explore opportunities for water-based visitation to Kittery, such as a water-taxi from Portsmouth, and to provide a docking location for existing boat trips (such as the various harbor tours) to drop off visitors in Kittery.
- 6.1.4. Publish a map to existing points of access for boaters, particularly kayaks and small craft that can be launched from trailers or hand-carried. The sites shown should be appropriate in size, location, adjacent land uses, and access (e.g.; availability of parking).
- 6.1.5. Determine whether appropriate locations exist for additional public access to the water and waterfront.
- 6.1.6. For environmentally sensitive and secluded locations like Seapoint Beach, encourage additional non-motorized

visitors through installation of bike racks and bike/pedestrian paths.

- 6.1.7. Continue collaboration with Wood Island Life Saving Station Association (WILSSA), including support for construction of a pier and restoration of the marine railway.
- 6.1.8. Install signs to parking lot at Mitchell School, which can serve as overflow parking for Pepperrell Cove in summer and on non-school days.
- 6.1.9. Install No Wake Zone signs and buoys where needed, including at Hicks Rocks, south of Route 103 Bridge.

OBJECTIVE 6.2 PROTECT WORKING WATERFRONT

- 6.2.1. Continue to support Kittery's maritime-based economy including the fishing and shellfishing industry by maintaining access to the working waterfront and creating innovative avenues to better connect fishing to the local economy.
- 6.2.2. Identify any needed improvements or operational changes to the Government Street Wharf.
- 6.2.3. Identify whether additional shoreside facilities for commercial access would benefit marine-based industries.
- 6.2.4. Evaluate whether any additional areas should be categorized as Commercial Fisheries/Maritime Uses (OZ-CFMU) zoning; this classification is located within the

TOPIC AREA 6: MARINE RESOURCES

upland area 75 feet of the normal high-water line or to the property boundary line as identified on the Zoning Map.

- 6.2.5. Consider conducting a dredging study to assess the costs, benefits, and options taking into consideration the potential environmental impacts.
- 6.2.6. Develop a self-guided tour of the working waterfront.
- 6.2.7. Provide information about the Working Waterfront Access Pilot Program and current use taxation program to owners of waterfront land uses to provide access to or support the conduct of commercial fishing activities

OBJECTIVE 6.3 PROTECT MARINE RESOURCES

- 6.3.1. Update the Harbor Management Plan
- 6.3.2. Undertake an education and advocacy effort to increase awareness in residents and business owners on effects of pollutants, pesticides, and stormwater runoff.
- 6.3.3. Evaluate the Town Code regarding use of pesticides and herbicides with chemicals, in waterfront areas or town-wide.
- 6.3.4. Work with Portsmouth Naval Shipyard to identify and reduce impacts of flooding on the facility, and to lessen or eliminate outflows of pollutants and hazardous materials during floods and storms.

- 6.3.5. Identify a suitable site for storage of the town's floats during coastal storms, and prepare specific operational plans to move floats there in advance of storms.
- 6.3.6. Evaluate the feasibility/location of a boat waste pumpout facility.
- 6.3.7. Encourage owners of marine businesses and industries to participate in clean marina/boatyard programs
- 6.3.8. Work with local property owners, land trusts, and others to protect major points of physical and visual access to coastal waters especially along public ways in in public parks

RELATED STRATEGIES IN OTHER TOPIC AREAS

- 8.4.3. Ensure creative and innovative uses in the Shoreland Overlay Zone do not have to go through an onerous approval process if and when they trigger a Special Exception permit.
- 9.1.1. Identify, monitor, plan, and mitigate the potential impacts of sea level rise.
- 9.1.2. Review and update the Town's Emergency Plan in case of extreme weather conditions
- 9.1.4. Monitor, plan for, and mitigate the potential effects of climate change on Kittery's natural resources
- 9.1.6. Identify, mitigate and take advantage of opportunities created by the potential impacts of climate change on Kittery's economy.

TOPIC AREA 6: MARINE RESOURCES

9.3.5. Increase public awareness regarding the need to protect the environment for future generations.



<p>Environmental Stewardship</p>	<ul style="list-style-type: none"> • By maintaining and maximizing water quality and the health of its marine resources, Kittery will be safeguarding irreplaceable environmental assets for its future as a coastal community.
<p>Health & Wellness</p>	<ul style="list-style-type: none"> • By improving water quality and facilitating access to the water and waterfront areas, Kittery will be promoting the health of its residents and their access to recreational and exercise opportunities.
<p>Economic & Social Vitality</p>	<ul style="list-style-type: none"> • By protecting its working waterfront, Kittery will support a major sector of the local economy, and preserve a central aspect of its community character. • By promoting a broad user base for its marine resources, Kittery will interest and involve many people from the community in its stewardship, and further increase its social capital as a community

**MARINE RESOURCES:
THREE KEY PLANNING PRINCIPLES**

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES, AND FISCAL CAPACITY

PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY



Kittery Municipal Complex/Town Hall

State of Maine Goal:

To plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development.

(Maine Growth Management Act ((30-A M.R.S.A. §§ 4312 - 4350)

GOAL STATEMENT 7: TO IMPROVE TOWN GOVERNANCE AND PROVIDE ADEQUATE PUBLIC FACILITIES AND SERVICES; INCREASE FISCAL CAPACITY RESPONSIBLY

Objective 7.1. Improve Town governance and its ability to adapt to change

Objective 7.2. Maintain and improve municipal facilities

Objective 7.3. Provide adequate municipal services

Objective 7.4. Maintain and responsibly increase fiscal capacity

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES, AND FISCAL CAPACITY

OVERVIEW

A town is in many ways characterized by its public facilities and the way in which it provides services. In a relatively small town such as Kittery, many of its public buildings, such as Town Hall, the Community Center and the schools, also serve as gathering places where residents meet one another. The condition of a municipality's public facilities send a message to newcomers by how much townspeople take care of their public buildings. The types or public services a municipality provides and the locations to which it provides these also send a message regarding what a municipality prioritizes (e.g. families with children, taking care of elderly, etc.) and where it would like development to occur (e.g. by providing water and sewage).

Maintaining acceptable levels of municipal services at a reasonable cost is an important planning and fiscal objective. Facilities planning and management can help meet this objective. To a large degree, the need for public facilities is directly related to the size of a community, that is, in general, the larger the population, the more children there will be in the school system and the more demand there will be for libraries, recreation, and public safety services. The availability and capacity limits of some services, such as water and sewer can affect the degree and even the actual location of growth. Shifts in demographics may also indicate a need to shift resources. For example, an increase in the number of seniors may mean a need for additional services for the elderly.

- Ultimately the facilities owned and maintained by a municipality reflect the types and levels of service that local residents are willing to fund, given available resources, and the type of Town that residents want to be
- Facilities management is a way to proactively identify facility needs and to balance the demands of growth and use with the financial resources of the community
- All municipalities must invest in preventive maintenance, repair and updating of their facilities
- As municipalities experience changes, for example, in population, investment in public facilities and services must be balanced with changing needs and financial resources

Climate adaptation and emergency preparedness have become increasingly important for a municipality to plan for. Coastal management is especially important for waterfront communities that have to plan for the expected rise in sea level.

Fiscal Capacity

The town's ability to maintain its facilities and to provide the type of services at the level desired by its residents is dependent upon maintaining and if possible, increasing its fiscal capacity. Fiscal capacity can be increased through increasing residential property taxes, increasing commercial tax rate, and/or by increasing the number of commercial establishments. Additionally, the State of Maine provides some revenue sharing funding back to each municipality based on a formula that accounts for State Valuation, population and tax assessment. Between the years of 2010 and 2015, Kittery's revenue sharing reimbursements declined by 23.5 %

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES, AND FISCAL CAPACITY

In order to Kittery to continue to provide effective and efficient public facilities and services it will have to maintain and increase its fiscal capacity including by exploring new funding sources and entering into regional agreements for the provision of services when feasible.

Recommendations regarding Governance, Public Services and Facilities and Fiscal Capacity were developed based on an assessment of existing conditions, public input, best practice, input from Town Department Heads and relevant Boards and Committees, as well as a review by the Comprehensive Plan Update Committee and Planning Board.

KITTERY VOICES: PUBLIC INPUT

Kittery residents participated in the Comprehensive Planning process through several live and on-line forums, where they freely expressed concerns about and wishes for the future of Kittery; forums included the following:

- 3 town-wide public forums
- one on-line survey
- Committee presence at several Town events
- A continuous conversation on an on-line forum
- Comment Boards at Town Hall and the Kittery Community Center.
- A poll on election day regarding top recommendations

A detailed documentation of the public's input is summarized in the introduction to this report and more fully documented in Volume III of the Plan.

ASSESSMENT OF EXISTING CONDITIONS: ISSUES AND IMPLICATIONS

Topic area #7 of the comprehensive plan focuses on improving governance, maintaining the Town's public facilities and provision of services in a way that meets the needs of Kittery residents, is fiscally responsible, and is consistent with the Comprehensive Plan's vision and goals for the future. See Volume II of this Plan for a full documentation of Existing Conditions.

POPULATION CHARACTERISTICS

- Kittery's **population** has been relatively stable over the past couple of decades, with a slight tendency towards declining, evident since 1970. While current population projections generally assume that the population will remain stable, it is possible that increasing development pressure in Portsmouth may result in more people moving to Kittery for the affordability of housing, good schools, and other amenities. An increase in the Town's population could affect the facilities and services needed.
- Kittery is an **aging** community. Between 2000 and 2014 residents age 55 to 64 increased by sixty-five percent (65%), and the number of elderly residents is expected to continue to increase. This is important in terms of the number and type of services that may be needed in the future.

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES, AND FISCAL CAPACITY

PUBLIC FACILITIES AND SERVICES

- Kittery has adequate to very good **public buildings**, has done a fairly good job at maintaining its public buildings and with few exceptions there is adequate space to serve the existing population as well as any predictable (slight) future increase.
- There is an adequate amount of **public meeting space** available at the Town Hall, the public schools, the Library and the Community Center.
- The Kittery School Department operates **three school buildings**. The Traip Academy (high school) was renovated between 1989-1993 while the Mitchell and Shapleigh Schools upgraded their facilities in 2011. Currently the schools can comfortably accommodate enrollments with additional capacity for any future increases in the student population. Minor upgrades are needed at Traip Academy.
 - While the **school** population is not expected to increase significantly, enrollments have not been completely static. Up-to-date enrollment projections would help the school system to plan for any future changes in the numbers of students to be served.
- Additionally, the more our lives connect us in virtual ways, the more it becomes evident that we need real, actual, live connections. Providing places and opportunities for **community interaction and gathering** is becoming increasingly important. The Rice Public Library, Kittery Community Center, Town Hall, public piers, and possible public gathering spots in the Foreside are important to maintain and enhance.
- Kittery has a variety of **indoor and outdoor recreational resources** including The Kittery Community Center, 4 public piers, parks, beaches, conservation lands, playgrounds and athletic fields.
 - An Athletic Fields Study has identified the need for additional playing fields. Financing these will be a challenge.
 - The Community Center is continuing its efforts to expand revenue-generating activities so as to increase its financial independence. An expected increase in demand for pre-school, elder, and other services makes this feasible.
 - While some residents have expressed a desire for **increased access (including boat ramps and parking) to the water**, others have voiced a concern about becoming too accessible that may lead to crowding, but also a lack of an ability to absorb an increase (especially of visitors) because of a lack of parking. It would be beneficial for the Port Authority to develop a Strategic Plan to explore ways of balancing these and other potential conflicts.

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES, AND FISCAL CAPACITY



The Frisbee Wharf is enjoyed by many Kittery residents.

- An increasing awareness regarding healthy living has resulted in more people interested in making **fitness** a part of everyday life. This results in a higher demand for **recreation**, both passive and active, for all ages, and therefore, there will be an increased need to fund such facilities as well as programs. Related to this trend is an increase in the number of people that would like to **walk and bike** both for recreation as well as a means of transportation. The Town will need to find ways of improving these connections, especially between public buildings, schools, recreational areas and other sites of interest.
- As the population ages, it will become important to provide more services geared to **elderly residents**. Kittery does not have a Council on Aging or a Senior Center. This is actually

aligned with current trends as the baby boomer demographic is less interested in participating in traditional senior-oriented activities in an age-segregated building. The Kittery Community Center concept with programming for all ages and opportunities for inter-generational activities is more in-line with current and future concepts regarding caring for our elders. The KCC is also considering providing daycare for seniors in the future, also a trend.

- The **Police Station**, will being more than adequate to meet current and future needs in terms of space, may need to add staff to reflect the large day-time population which includes tourists (seasonal), shoppers (outlets), and employees (PNS). Additionally, regional dispatch for Police calls is expected to result in efficiencies.
 - The Police Department's participation in a new regional **opiate addiction** program to decriminalize addicts and connect them to treatment should result in a decrease in crime as reportedly, much of the criminal activity is related to drug activity.
- As it becomes increasingly difficult to recruit volunteers, the **Fire Department** should consider strategies such as regionalization, establishing a partial professional fire fighting staff, among other strategies.
- The **Rice Library**, a beautiful historic building, has experienced an increase in usage over the past years while simultaneously facing space shortages and other obstacles to efficient functioning. Libraries are changing their role and becoming more of a community center providing programming of all sorts to residents. A decision must be made regarding how to

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES, AND FISCAL CAPACITY

modernize the Rice Library either by constructing an addition to the existing building or by creating a new facility on another site.

- The demise of printed media combined with the lack of a local newspaper has resulted in the reliance and high usage of cable TV, social media and community bulletin boards for communication. As information is increasingly consumed in different ways, there may be a need to diversify the means of **communication**.
- Kittery’s economy has a strong relationship with the **Portsmouth Naval Shipyard**. For example, both the Kittery Water District and the Town sewer system derive a significant portion of their usage and revenues from the Shipyard. If the status of the Shipyard were to change in the future resulting in a drop in usage, this could result in a significant shift in costs for available capacity to the other users of these systems. This does seem to be an issue in the near future, however, It is important to consider the impacts that any future changes in uses at the Shipyard could have on Kittery facilities and services.
- It will be important to **guide development**, both residential and commercial, to desired locations through the provision of utilities and services. It is important to work cooperatively with the Wastewater Treatment Department and the Kittery Water District to ensure that the provision of water and sewer services do not create undesirable development in the rural areas.
- While Kittery has taken steps to be mindful of the environment, it is important to be more proactive regarding the implementation of **sustainability measures**, especially with regard to **sea level rise and climate adaptation**. Raising awareness and encouraging the use of **renewable energy** sources is also critical to ensuring the future of the planet. (See Topic Area 9: Coastal Community Resilience).

FISCAL CAPACITY

- Kittery is currently in sound **fiscal health**. Current debt obligations are low as a percentage of total valuation, expenses are relatively stable, and revenues are rising.
- The Town needs to consider ways to **increase its local valuation** so that it can maintain its public facilities and continue to provide services at the current level. This can be done by encouraging development or improvement of property in town as a way to increased assessed value.
 - The Town’s average tax bill for homeowners is high when compared to those of nearby towns. This could have the effect of pricing lower- and middle-income households out of Kittery. A loss in population will negatively impact future tax receipts.
 - The Town’s commercial tax base is high relative to surrounding communities. There is an opportunity to attract additional businesses in the Business Park along Route 236. Sewer service has been extended to the area, and it is expected that water service will be provided by the developer in the near future.

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES, AND FISCAL CAPACITY

KEY RECOMMENDATIONS

The following are the recommended policy directions for the Topic Area of Governance, Public Facilities and Services and Fiscal Capacity. See the Table at the end of the Implementation Chapter for specific Action Steps for achieving these. The Table includes a partial list of existing resources, Lead and Partners to carry out the actions, suggested phasing, etc.

GOAL STATEMENT 7.0: TO IMPROVE TOWN GOVERNANCE AND PROVIDE ADEQUATE PUBLIC FACILITIES AND SERVICES; INCREASE FISCAL CAPACITY RESPONSIBLY

OBJECTIVE 7.1. IMPROVE TOWN GOVERNANCE AND ITS ABILITY TO ADAPT TO CHANGE

- 7.1.1. Ensure that planning and management processes are open, informative, inclusive, respectful and welcoming
- 7.1.2. Increase citizen engagement and access to government
- 7.1.3. Improve and increase communication
- 7.1.4. Support the implementation of the Comprehensive Plan goals

- 7.1.5. Look for additional funding sources to support implementation
- 7.1.6. Refine existing and develop new tools to help with planning and implementation
- 7.1.7. Consider new methods to recruit volunteers to serve on boards and committees
- 7.1.8. Continue to work with surrounding communities, and to the extent that is feasible, develop a mutually beneficial regional approach.
- 7.1.9. Continue to work with PNS to continue mutually beneficial relationship and to identify potential for additional areas of collaboration
- 7.1.10. Continue communication and collaboration across Town Departments

OBJECTIVE 7.2. MAINTAIN AND IMPROVE MUNICIPAL FACILITIES

- 7.2.1. Develop a long-range plan for the library
- 7.2.2. Continue to provide high quality education to residents of all ages
- 7.2.3. Support renovation and plans for the expansion of programming at the Kittery Community Center
- 7.2.4. Support healthy lifestyle choices and wellness

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES, AND FISCAL CAPACITY

7.2.5. Maintain and upgrade existing facilities

OBJECTIVE 7.3. PROVIDE ADEQUATE MUNICIPAL SERVICES

- 7.3.1. Continue to ensure public safety is adequate for the community's needs
- 7.3.2. Continue to provide engaging activities for residents of all ages
- 7.3.3. Ensure our wastewater plans and services are consistent with our land use plans
- 7.3.4. Ensure our plans for the provision of water are consistent with our land use plans
- 7.3.5. Continue to reduce or eliminate polluted Stormwater runoff to the extent practicable
- 7.3.6. Provide services in a manner that results in attracting desired economic development in appropriate locations

OBJECTIVE 7.4. MAINTAIN AND RESPONSIBLY INCREASE FISCAL CAPACITY

- 7.4.1. Continue to align fiscal capacity and capital investment plans
- 7.4.2. Continue to explore ways to increase fiscal capacity
- 7.4.3. Align the Capital Investment Plan with the municipal growth-related capital investments identified in the Comprehensive Plan.

RELATED STRATEGIES IN OTHER TOPIC AREAS

- 8.1.1. Support the implementation of the Future Land Use Plan.
- 8.1.4. Continue efforts to encourage development to locate in areas where public utilities are already provided
- 8.1.8. Direct a minimum of 75% of new municipal growth-related investments into designated growth areas identified in the Future Land Use Plan.
- 9.1.1. Identify potential impacts, plan for, and mitigate sea level rise
- 9.1.2. Review and update Emergency Plan in case of emergency storm conditions

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES, AND FISCAL CAPACITY

9.2.1. Develop a plan to transition to low and zero impact energy sources

9.2.2. Consider Town policy changes that encourage the use of renewable energy sources

9.3.2. Explore alternative and additional recycling options

9.3.4. Increase public awareness regarding the need to protect the environment for future generations

CAPITAL IMPROVEMENTS

The following Capital improvements are recommended in the Plan:

- Rice Library: The cost will vary depending on the decision regarding the location, renovation versus new construction, etc.
- Solid Waste Facility: minor repairs are needed to the facility. No cost estimate is available
- Sewer and Water Systems: No expansion is planned for the foreseeable future.

**PUBLIC FACILITIES, SERVICES AND FISCAL CAPACITY
THREE KEY PLANNING PRINCIPLES**

Environmental Stewardship	<ul style="list-style-type: none"> • Reducing or eliminating polluted Stormwater will help to protect the quality of the water.
Health & Wellness	<ul style="list-style-type: none"> • Recommendations regarding increasing opportunities for recreation for all ages as well as providing biking and walking infrastructure that is safe and pleasant are aimed at promoting the health and wellness of Kittery residents.
Economic & Social Vitality	<ul style="list-style-type: none"> • Facilities such as schools, the Community Center, the Rice Public Library, and the Municipal Complex act as gathering places for Kittery residents thus helping to build a sense of community. • Directing utilities, namely wastewater and water to areas where commercial development is desired, helps to promote economic development.

TOPIC AREA 8: LAND USE

LAND USE



Historic, walkable development pattern in the Foreside in Kittery.

State of Maine Goal:

To encourage orderly growth and development in appropriate areas of each community, while protecting the state's rural character, making efficient use of public services, and preventing development sprawl.

(Growth Management Act 30-A M.R.S.A. 4312)

GOAL STATEMENT 8: ENSURE THAT THE TOWN'S REGULATIONS SUPPORT DESIRED LAND USES.

Objective 8.1. Update Town Code and apply land use regulations to guide desirable development in appropriate locations

Objective 8.2. Protect the area north of Spruce Creek

Objective 8.3. Sustain and build upon the vitality of the Foreside District

Objective 8.4. Protect the working waterfront

Objective 8.5. Support creative and viable redevelopment of the Route 1 Corridor (Outlet mall area and Rt. 1 By-pass)

Objective 8.6. Explore feasibility of development in the business park

TOPIC AREA 8: LAND USE

EXISTING LAND USE

OVERVIEW

Kittery is primarily a residential community with housing located in nearly every corner of the town, with the exception of the Outlet Malls along Route 1. Commercial areas, both large and small, are located along Route 1 and the Route 1 Bypass, Dennett Road, in the Foreside, and in pockets along Route 103. The Town has benefitted from a diverse mix of commercial growth over time, providing commercial tax revenues and jobs for residents. Kittery is also blessed with a wide range of open spaces which include everything from Federal lands in Rachel Carson, to farm preservation at Rustlewood. There is a feeling in town that new development, particularly residential subdivisions, are fragmenting open spaces and taking away some of the characteristics that make Kittery a scenic and special place.

The future land use map from the Comprehensive Plan completed in 1999 recommended that the Town concentrate growth along Route 1, in and around the Foreside, along Route 236 and the new Business Park, and in Kittery Point. Land north of Spruce Creek was largely set aside as Rural Conservation because of the natural resource areas, open spaces, agricultural land, and lack of public infrastructure. Unfortunately, most of the new residential development that occurred between 1999 and 2015 took place in the areas labeled Rural Conservation. These primarily took the

form of large lot single-family subdivisions on previously undeveloped land.

Historically, development that took place prior to 1970 in Kittery had a tendency to locate south of Spruce Creek and was much smaller in size creating the concentrated development pattern exemplified by the Foreside and Kittery Point. Throughout this Comprehensive Plan process, many residents have expressed a desire to have more compact, walkable development nodes in strategic locations across town that support a mix of residential and commercial uses. In addition to expanding the number of development nodes, there is also a desire to continue to support the revitalization of the Foreside and possibly expand its boundaries should the economics support such a decision.

In order to achieve the goals and desires of residents in Kittery, but still recognize the rights of property owners to develop their land; the Town will need to revisit zoning regulations. Incentivizing the change that is desired is one way to encourage land use outcomes. The Town should consider revisiting the mixed use districts along Route 1, the zoning for the Business Park, and the cluster development provision in the Town's land use and development code to determine if they are producing the desired outcomes and how changes could be administered to align more with the vision, goals, and strategies of this Comprehensive Plan.



Kittery Trading Post

TOPIC AREA 8: LAND USE

Topic area #8 of the comprehensive plan focuses on encouraging an orderly and well-thought out growth pattern for the future. Kittery should invest in areas where development has already occurred or is planned to take place before considering further expansion into rural areas of town. This will help keep infrastructure and service costs down, and increase tax revenues by concentrating new development in higher density clusters.

Recommendations regarding Land Use were developed based on an assessment of existing conditions, public input, best practice, input from Town Department Heads and relevant Boards and Committees, as well as a review by the Comprehensive Plan Update Committee and Planning Board.

KITTERY VOICES: PUBLIC INPUT

Kittery residents participated in the Comprehensive Planning process through several live and on-line forums, where they freely expressed concerns about and wishes for the future of Kittery; forums included the following:

- 3 town-wide public forums
- one on-line survey
- Committee presence at several Town events
- A continuous conversation on an on-line forum
- Comment Boards at Town Hall and the Kittery Community Center.
- A poll on election day regarding top recommendations

A detailed documentation of the public's input is summarized in the introduction to this report and more fully documented in Volume III of the Plan.

ASSESSMENT OF EXISTING CONDITIONS: ISSUES AND IMPLICATIONS

Topic area #8 of the comprehensive plan focuses on guiding desired land uses in a way that meets the needs of Kittery residents, and is consistent with the Comprehensive Plan's vision and goals for the future. See Volume II of this Plan for a full documentation of Existing Conditions.

- Since the completion of the 1999 Comprehensive Plan, 74 percent of residential development occurred in the Rural and Rural Conservation zoning districts. This equated to 758 acres of land that is now classified by the Town's Assessing Department as a residential land use. The overall intensity of development drops considerable as one travels from the south side of Kittery to the north side.
 - 52 percent of the land in Kittery falls within the Residential – Rural and Residential - Rural Conservation zoning districts. This comprises a majority of the land area in Kittery and an important resource for maintaining what is left of the Town's rural characteristics.
 - The 1999 Comprehensive Plan recommended that growth focused in areas that are currently sewered, and areas not located in the no growth/limited growth areas.
 - This trend of development taking place in areas not recommended by the current Comprehensive Plan has been occurring since at least the 1988.

TOPIC AREA 8: LAND USE

- The minimum lot size for residential development in the Rural residential zoning districts is seen by some residents as too restrictive, and by some residents as too loose. A minimum lot size of 40,000 square feet may be considered by some as more in line with suburban residential subdivision standards.
 - The cluster development provision in the Town's land use and development code does not seem to be encouraging large land owners to conserve open space while still providing for development opportunities on their land.
 - The Town continues to see large tract residential subdivisions in the no growth/limited growth areas. The policies and regulations in the current zoning code are not accomplishing the goals of open space preservation and clustering of development in these areas.
 - The current zoning code does not fully address issues of sustainability such as the integration of energy conservation, water quality protections, and impacts of sea level rise into new development and conservation efforts.
- Kittery's current zoning code is not leading to development and preservation outcomes that were stated in the 1999 Comprehensive Plan, and are not consistent with the feedback received during this Comprehensive Plan process.
 - The Town currently has eighteen zoning districts, with many have overlapping use allowances and dimensional standards. This makes for an onerous and complicated code that is difficult to interpret.



Frisbee's Market in Kittery Point.

- The Business Park zoning district is envisioned to create a “high quality park-like setting for both businesses and residents”, but the zoning performance standards make that vision very challenging to accomplish.
 - The large lot size requirement of 120,000 square may result in a series of large single-story buildings surrounded by surface parking. Smaller lot size minimums may help to encourage the clustering of buildings, shared parking, shared landscape/park features, etc.
 - The Town has recently invested substantial public funds to extend infrastructure to the Business Park in hopes it would incentivize commercial and residential development. To date, no new development has taken

TOPIC AREA 8: LAND USE

- place although additional utilities are required in order to fully serve development in the Business Park. The Town would like to see development occur in this location, given the outlay of public funds and the recognition that this is an acceptable location for growth. The Town should consider possible zoning changes to help incentivize future private investment in this location.
- The Mixed Use district along the northern segment of Route 1 has similar challenges to the Business Park District with respect to creating a true mix of uses.
 - The minimum lot area per dwelling unit requirements create challenges for the incorporation of residential development. Large parcels of land are needed in order to accommodate a small number of multifamily dwelling units. This requirement minimizes the amount of mixed use development that could take place on a large parcel of land, which is likely resulting in little to no interest in this type of development in this zoning district.
 - Current use restrictions, performance standards, and dimensional requirements in certain zoning districts do not match with the purpose statement of the district.
 - For example, the Mixed Use district along Route 1 north of the Outlet Mall calls for a mix of commercial and residential development with orderly traffic flow and a high level of pedestrian safety. This may be challenging to accommodate with large parcel development with sixty-foot setbacks and a forty-foot height restriction.
 - While the Outlet Malls are currently a viable tax generating commercial use in Kittery, questions have been asked throughout the Comprehensive Plan process about their long-term viability and potential need for future adaptation if the retail market changes.
 - The Town has not yet completed a plan for the Route 1 area in partnership with property and business owners.
 - Plans for this area, including zoning, should be informed by a planning process and a look at what would entice development investment from a market economics perspective.
 - The Foreside is arguable one of Kittery's most successful development areas, and one its most beloved. The mix of walkable retail, restaurants, small businesses, and residences provides the quintessential New England character to this part of Kittery. However, there are challenges with balancing



Seapoint Beach

TOPIC AREA 8: LAND USE

economic development, housing demand, and building design that is attractive and similar in character with existing buildings.

- The Town should continue to work with businesses and residents in the Foreside to implement recommendations from the Foreside Forums, particularly those related to land use and zoning. These items are low-hanging fruit and those the Town has complete control over.
- Contrary to what the 1999 Comprehensive Plan called for, the majority of residential development constructed after 1999 is located north of Spruce Creek on the east and west sides of Route 1. Residents still share the same vision of maintaining as much open space as possible north of the Creek, while minimizing the impact of new development.

KEY RECOMMENDATIONS

The following are the recommended policy directions for the Topic Area of Public Facilities and Services and Fiscal Capacity. See the Table at the end of the Implementation Chapter for specific Action Steps for achieving these. The Table includes a partial list of existing resources, Lead and Partners to carry out the actions, suggested phasing, etc.

The Key Recommendations section of the Land Use Implementation Chapter is broken up into two distinct sections. First are the overarching recommendations specific to directing the general pattern of future development in Kittery. These are meant to act as guiding principles, and overarching strategies and

recommendations. The second are more specific recommendations that address smaller geographic areas in town, zoning districts, or specific issues. The more specific recommendations follow the same format as all the other Comprehensive Plan chapters and are listed in table toward the end of this chapter.

GOAL STATEMENT 8.o: ENSURE THAT THE TOWN'S REGULATIONS SUPPORT DESIRED LAND USES.

8.1. UPDATE TOWN CODE AND APPLY LAND USE REGULATIONS TO GUIDE DESIRABLE DEVELOPMENT IN APPROPRIATE LOCATIONS

8.1.1. Support the implementation of the Future Land Use Plan.

8.1.2. Review and revise Town Code

8.1.3. Continue efforts to encourage development to locate in areas where public utilities are already provided

8.1.4. Continue efforts to direct new commercial and multi-family residential development to existing commercial, industrial, and urban/suburban residential districts

8.1.5. Encourage the protection of open space and landscape features within developments and/or in the no growth/limited growth areas

TOPIC AREA 8: LAND USE

8.1.6. Consider adding provisions to support the adaptive reuse of existing historic structures

8.1.7. Consider amending zoning to provide for more affordable housing

8.1.8. Direct a minimum of 75% of new municipal growth-related capital investments into designated growth areas identified in the Future Land Use Plan.

8.1.9. Coordinate land use strategies with other local and regional land use planning efforts where appropriate.

8.2 PROTECT AREA NORTH OF SPRUCE CREEK

8.2.1. Work with the Kittery Land Trust to create a prioritized list of parcels for open space acquisition

8.2.2. Revisit the Cluster Ordinance to ensure it is effective in meeting its objectives

8.2.3. Consider increasing the minimum lot size in the Rural Residential zoning district to help protect additional open space and encourage the clustering of homes.

8.2.4. Explore the feasibility and usefulness of a transfer of development rights ordinance.

8.3 SUSTAIN AND BUILD UPON THE VITALITY OF THE FORESIDE DISTRICT

8.3.1. Undertake a study to determine what is needed to support an expansion of the Foreside district.

8.3.2. Include parking reduction and shared parking strategies in the Kittery Foreside Mixed-Use zone.

8.3.3. Reduce land area per dwelling unit requirements for multifamily housing.

8.3.4. Explore ways of supporting the financial feasibility of the redevelopment of smaller parcels.

8.3.5. Look for opportunities to leverage town-owned land or buildings to support town-wide goals for housing and job creation.

8.3.6. Encourage innovative *makerspace*, (do-it-yourself) DIY spaces that afford artists and small business owners with space to create, invent, and learn in the Foreside, alongside modest retail opportunities for galleries and sales.

TOPIC AREA 8: LAND USE

8.4 PROTECT THE WORKING WATERFRONT

8.4.1. Increase the long-term viability of the working waterfront through coordination with fishermen and protection of piers and dockside facilities.

8.4.2. Look for ways to allow and/or support unique business ideas along the waterfront that integrate traditional marine-related businesses with new and innovative business ventures. Ensure that use definitions and permitting processes do not restrict innovative ideas for keeping marine-related jobs and industries financially-viable in Kittery.

8.4.3. Ensure creative and innovative uses in the Shoreland Overlay Zone do not have to go through an onerous approval process if and when they trigger a Special Exception permit.

8.5 SUPPORT CREATIVE AND VIABLE REDEVELOPMENT OF THE RT. 1 CORRIDOR (OUTLET AREA AND RT. 1 BY-PASS)

8.5.1. Engage in a planning process for the Outlet Mall and the Rt. 1 By-pass areas

8.6. EXPLORE FEASIBILITY OF DEVELOPMENT IN THE BUSINESS PARK

8.6.1. Determine what uses would be desirable and marketable in the Business Park and make updates to the base zone that reflect those uses.

8.6.2. Review and revise the Business Park zoning district's dimensional standards in relation to land area per dwelling unit and minimum lot size.

8.6.3. Provide clear direction in the Zoning Ordinance with regard to the minimum dimensional standards for development under the Mixed Use Cluster provisions that are applicable to development in the Business Park zoning district.

RELATED STRATEGIES IN OTHER TOPIC AREAS

3.3. Develop guidelines for the future redevelopment of the Route 1 Corridor

3.5. Attract new businesses to the Business Park

6.3.3 Evaluate the Town Code regarding the use of pesticides and herbicides with chemicals in waterfront and other areas.

TOPIC AREA 8: LAND USE

7.1.6. Refine existing and develop new tools to help with planning and implementation

7.4.3. Align the Capital Investment Plan with the municipal growth-related capital investments identified in the Comprehensive Plan.

9.1.5. Monitor, plan for, and mitigate the potential impacts of climate change on Kittery's BUILT ENVIRONMENT

9.2.2. Consider Town policy changes that encourage the use of renewable energy sources.

Economic & Social Vitality	<ul style="list-style-type: none"> • A mix of residential and commercial development in Kittery can provide jobs and housing to residents and create a stable and sustainable economy. • Supporting existing businesses and growing the tax base through additional commercial development will help the Town maintain a strong fiscal position to invest in the future.
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**LAND USE:
THREE KEY PLANNING PRINCIPLES**

Environmental Stewardship	<ul style="list-style-type: none"> • By concentrating new development and redevelopment in areas that are already developed and served by existing infrastructure, environmentally sensitive resources can be preserved for the use and enjoyment of future generations.
Health & Wellness	<ul style="list-style-type: none"> • Developing in a compact and connected way can reduce dependency on personal automobiles and provide residents with alternatives like walking and biking to get from place to place. A sprawling development pattern separates land uses and reinforces detrimental health outcomes.

FUTURE LAND USE PLAN

The Future Land Use Plan (**Map 8.1**) provides a graphic depiction and roadmap for how land use policies apply to land in Kittery. The primary purpose of the map is to support the community’s vision for the future development of Kittery. It is intended to help guide future development to locations that the Town feels are appropriate for different types of uses, as well as steering growth away from protected lands, natural resources, and areas that are not currently serviced by water and/or sewer infrastructure. It is important to note that the Future Land Use Plan is not meant to serve as a zoning map. It can, and should, be used to guide future zoning decisions when the Town undertakes to adjust its zoning regulations to better reflect the vision, goals, and strategies described in this Comprehensive Plan. The boundary delineations shown on the Plan are intended to be general and flexible, with

TOPIC AREA 8: LAND USE

State of Maine Goal

To encourage orderly growth and development in appropriate areas of each community, while protecting the state's rural character, making efficient use of public services, and preventing development sprawl.

(Maine Growth Management Act
(30-A M.R.S.A. §§ 4312 - 4350))

the intention of guiding future zoning ordinance changes and zoning map amendments consistent with this Comprehensive Plan.

The Future Land Use Plan is consistent with Kittery's vision of an historic seacoast community with small-town character. It is important to note that the Town developed differently over the past sixteen years as compared to the growth and no-growth designations identified in the 1999/2000 Future Land Use plan. This Plan recognizes the changes that have occurred since the last Comprehensive Plan and incorporates these. Conservation and rural areas are protected from development in order to maintain the natural features and scenic quality of these areas. Traditional neighborhoods are identified and any redevelopment that occurs will be guided in such a way so that it is in keeping with the context of these neighborhoods, that is the historic, natural, and other features that define each neighborhood's character. The Plan also identifies areas for mixed use in order to add to the Town's vitality and provide for a range of housing types and retail uses.

The Future Land Use Plan contains two overarching designations that should be used to guide future land use, zoning, and development decisions in Kittery over the next ten years. The

As in the 1999/2000 Comprehensive Plan, "the guiding principle of the Town's efforts to manage the use of the land should be to encourage a development pattern that maintains the historic pattern of a built-up center, traditional moderate density neighborhoods, and open outlying areas."

three land use designations, "**Growth Areas**," and "**Limited Growth Areas**" are intended to guide Kittery's growth to appropriate and desirable locations. In addition to this, three "**Neighborhood Conservation Areas**" are identified as an overlay to these growth designations in recognition that these three areas require specific attention. The main themes of the Future Land Use Plan embody the following concepts:

- The Town should continue its efforts to encourage development to locate in areas where public utilities are already provided for, namely sewers, and where transportation infrastructure facilitates the safe and efficient movement of people and goods. The Town should also look to direct new development, where feasible, to vacant or underutilized sites and buildings within developed areas where public utilities are already in place or could be provided in a simple and cost-efficient manner. Development should be directed away from areas with natural constraints, key wildlife or open space corridors, protected shorelands, and areas where public utilities are not yet available and would be costly to extend.

TOPIC AREA 8: LAND USE

- The Town should continue its efforts to direct new commercial and multifamily residential development to existing commercial, industrial, and urban/suburban residential districts as appropriate and allowed through the zoning ordinance. To help facilitate successful redevelopment in line with the vision set for in this Comprehensive Plan, the Town should consider undertaking a Comprehensive Zoning Revision to align zoning with the Comprehensive Plan. As noted in the Land Use Existing Conditions Chapter, there are too many similar zoning districts and allowable uses and performance standards do not match with the purpose statements in some districts.
- A revision of the ordinance would help align Comprehensive Plan goals with actual land use regulations that would help shape the outcome of many growth areas in town, and help protect no growth/limited growth areas. This should include establishing efficient permitting procedures, especially in growth areas.
- The Town Code should be reviewed, revised and updated to address and account for potential impacts of sea level rise and climate adaptation.
- The Town should consider amending zoning to provide for more affordable housing options. This could be accomplished through the adoption of an Inclusionary Zoning ordinance, adjustments to the

From **Section 4 of the State of Maine Chapter 208.**

The Future Land Use Plan divides the community into geographical areas identified as either most suitable for growth or most suitable for rural uses unless exempted under 30-A M.R.S.A. §4326(3-A), more fully described below. The Future Land Use Plan also incorporates a map of critical natural resources and any designated critical rural and critical waterfront areas within the community.

Growth Areas. A community's Future Land Use Plan must identify a growth area or areas. The designation of growth areas is intended to ensure that planned growth and development and related infrastructure are directed to areas most suitable for such growth and development. Land areas designated as growth area must be consistent with the following provisions.

- (1) The Future Land Use Plan must designate as growth area those lands into which the community intends to direct a minimum of 75% of dollars for municipal growth-related capital investments made during the planning period.
- (2) Built-out or developed areas that may not have capacity for further growth but require maintenance, replacement, or additional capital investment to support existing or infill development must also be designated as growth areas.
- (3) Growth areas must generally be limited to land areas that are physically suitable for development or redevelopment. Growth areas may include incidental land areas that are physically unsuitable for development or redevelopment, including critical natural resource, however, the plan must address how these areas will be protected from negative impacts of incompatible development to the greatest extent practicable or, at a minimum, as prescribed by law.
- (4) To the greatest extent practicable growth areas should be located adjacent to existing densely-populated area.
- (5) Growth areas, to the greatest extent practicable, should be limited to an amount of land area and a configuration to encourage compact, efficient development patterns (including mixed uses) and discourage development sprawl and strip development.
- (6) Growth areas along roads should be configured to avoid strip development and promote nodes or clusters of development.

See Appendix for full description of State requirements and definitions.

TOPIC AREA 8: LAND USE

Preserving Kittery's town character

Preserving the unique historical, cultural, and natural resources in Kittery is a critical component to maintaining the Town's character. Currently, the Town has very few options for identifying and preserving the historical, archeological, and cultural assets that exist. Many of these features are discussed in the Historical and Cultural Resources chapter of the Comprehensive Plan, but many of the actions relate back to land use and zoning regulations.

- Use the Comprehensive Plan and Future Land Use Map as a guide for encouraging new development in identified locations, while protecting open spaces, agricultural land, and natural and historical resources.
- Identify regulations that can be amended or added to the Town's land use code that will further the preservation and protection of historic resources, with input from the Planning Board and other stakeholders. If an Historic Commission is established and the town becomes a *certified local government*, amend the zoning to include an historic preservation ordinance.

Accessory Dwelling Unit ordinance, or the adoption of regulations related to co-housing and tiny houses. In order to accommodate affordable units within a new multifamily development, the Town should consider lessening the square foot per dwelling unit requirements in some zoning districts where mixed use and multifamily would be accepted and encouraged.

- In general, the Town should encourage the protection of open space and natural landscape features within developments or in the no growth/limited growth areas. This could be accomplished by looking at the Cluster Development requirements to find out why it is not producing the results intended, or looking into a transfer of development rights (TDR) program to permanently protect open spaces. The Town should continue to work closely with groups like the Kittery Land Trust to acquire key pieces of open space, particularly where parcels are contiguous to existing protected open spaces.

For the purposes of satisfying the requirements in the State Growth Management Law and access to related State funding, both growth areas and neighborhood conservation areas should be considered as growth areas but only to the extent that is consistent with the policies set forth in the Future Land Use Plan designations. The use of State technical assistance and/or funding shall accommodate growth and development only to the extent envisioned in this plan. For example, state funding for utility upgrades to correct deficiencies in a "neighborhood conservation areas" would be appropriate whereas improvements that would expand the capacity to allow more intensive use of the land may not be, particularly in cases where that new intensive development is out of scale and character with the existing neighborhood.

For the purposes of assigning more manageable areas for future land use designations in Kittery, the Future Land Use map provides boundary lines depicting where each of the three designations begin and end. A more specific description of the land uses

TOPIC AREA 8: LAND USE

envisioned within each of the three designations is provided below. For example, within the Growth designation the Town would like to see a mix of land uses which includes mixed use, higher density residential, and commercial. In some locations, it may be appropriate to mix these different uses where in other locations it may be more appropriate to separate them across multiple parcels of land. Future zoning changes should not only consider the three designations for guidance, but also the land use categorizations that attempt to provide another layer of detail to help guide future development in Kittery.

LAND USE DESIGNATIONS

Today, the areas depicted on the Future Land Use Map as “growth areas” contain a mix of many different higher intensity uses which include commercial and retail development along the Route 1 and Route 1 Bypass corridors, smaller-scale compact mixed-use development in the Foreside, suburban-style single family housing north and south of Route 236, and tracts of largely vacant land where future development could be accommodated.

Future Land Use Map identifies a hierarchy of land use intensity through the designation of two growth designations, namely Growth and Limited Growth.

GROWTH AREAS are those areas where it is anticipated that nonresidential and residential growth will most likely occur and can be accommodated (i.e. because it can be conveniently served by public facilities and services) and are geographically suited for development (e.g. do not negatively impact protected natural features).

The idea behind the growth areas is to attract new residential and commercial development to these locations in order to relieve pressure from other parts of Kittery where growth is not desired. In order to accomplish this, the Town should take a closer look at

TWO LAND USE DESIGNATIONS

GROWTH AREAS

- 75% or more of future non-residential growth is expected
- areas that are or can relatively easily be served by public facilities and services
- are accessible by a variety of modes of transportation
- promote more compact and denser pattern of development
- where there is existing development

LIMITED GROWTH AREAS

- include land with significant resource constraints to development or use
- areas with important agriculture or commercial forestry use
- areas that lack public utilities and/or are distant from public service
- land that is unsuitable for intense development
- intensive development is discouraged
- protection of rural characteristics priority

Neighborhood Conservation Areas

- infill projects that fill out existing neighborhood
- smaller scale development that is in keeping with character of specific context

The three Neighborhood Conservation Areas are:

- Foreside
- Kittery Point
- Admiralty Village

TOPIC AREA 8: LAND USE

the Zoning Ordinance and ensure performance standards and dimensional requirements are promoting and allowing the types of development envisioned for the different locations within the larger growth area. The Town should also review the boundary lines of zoning districts to see if changes should be made to encourage certain land uses in locations where they may not be allowed today.

NEIGHBORHOOD CONSERVATION AREAS

The intention of the neighborhood conservation designation is to identify areas in Kittery that are made up of relatively fully developed neighborhoods that in some cases contain all residential uses, or a mix of residential and commercial uses.

The objective of these areas is to allow a limited amount of infill development that maintains a similar development pattern to what exists today, and ensure new development matches the character and scale of the neighborhood.

Three specific locations, or neighborhoods, are depicted on the Future Land Use Map

- **Kittery Foreside**
- **Kittery Point**
- **Admiralty Village**

These are very unique areas in Kittery, each with their own development pattern and character that was seen as desirable to maintain by the public when discussed throughout the Comprehensive Plan process.

Recognizing that these areas are likely to see at least some level of development activity over time, it is important that zoning allows and encourages redevelopment that balances financial viability with consistency of character to what exists today.

LIMITED GROWTH AREAS include rural areas where intensive development will be discouraged. These areas also include areas with significant natural resource constraints to development or use (e.g. areas of agriculture or commercial forestry, areas that lack public utilities and areas that are distant from public services).

There are three “neighborhood conservation areas” located within these growth areas. Additionally, other areas of the Town are described below, recognizing that decisions regarding implementation of the zoning should incorporate the particular features of these areas.

A description of each desired land use type, approximate locations within the growth area, and some considerations for future zoning discussions are offered below to help guide decisions in Kittery moving forward. It may be desirable to consider developing a set of **Design Guidelines** for some of these areas in order to ensure that development and/or redevelopment is in keeping with the character of each area.

GROWTH AREAS

The growth areas include designations for:

- Mixed Use
- Commercial and Business
- Urban Residential
- Suburban Residential
- Low Density Residential
- Compact Residential

TOPIC AREA 8: LAND USE

MIXED USE

The Town continues to envision a mixed-use area along Route 1 north of the Kittery Outlets that includes a mix of residential and commercial uses. This area could help support the provision of both multi-family housing opportunities, as well as strengthening the Town's commercial base while providing internal and external connections for pedestrians, cyclists, and motorists. This area could serve as a location for supporting additional multi-family housing units that include a percentage of affordable units. The close proximity to the outlets may also provide an opportunity to address the housing issues that J-1 workers face during their seasonal employment. The Town should also look at the performance standards for both mixed use and multi-family residential development in this area to determine if current lot area per dwelling unit requirements and density restrictions are creating barriers to future development in this corridor. Over time, the mixed use area could extend further south to incorporate the Kittery Outlets if property owners saw an opportunity to begin integrating additional uses into the retail-dominated portion of the Route 1 corridor.

- **NEIGHBORHOOD CONSERVATION AREA: FORESIDE:** The Foreside area in addition to being in the Growth Area is identified as being a "Neighborhood Conservation Area" in recognition of its special features. The compact nature of the existing development pattern and relatively small lot sizes can make it challenging to redevelop parcels. There is also a desire by some in the community to review the boundaries of the Kittery Foreside Mixed Use zoning district to potentially look at expanding that district to

increase the footprint of the Foreside. The existing land use mix of residential, commercial, and mixed use buildings in the Foreside provide precedence for modest density in a walkable, more urbanized environment.

The mixed-use designation is intended to allow for the reuse and redevelopment in the downtown area of Kittery Foreside. Zoning should be flexible and encourage a more urbanized pattern of development than what may be appropriate in other neighborhood conservation locations. The Town should encourage buildings to be located closer to the street, continuous street frontage, parking to the rear and sides of buildings, mixed use where appropriate, and multi-story buildings to help frame the street. Due to the smaller lot sizes in the Foreside, the Town should look for ways in the zoning to provide flexibility to encourage reuse and redevelopment. This could include flexible parking regulations, reductions in required on-site open space, and increased allowable building coverage. Allowable uses should include a wide range of residential uses, live-work space, maker space, retail, service-oriented businesses, and community and public uses.

- **KITTERY BUSINESS PARK** located off Route 236 and I-95 is a well-located property that is envisioned to support a high quality park-like setting for both businesses and residents where a mix of uses could be accommodated. The Town has already worked to bring sewer service to the property, but additional investments in utilities are needed to support future development. This property continues to be a priority for the Town, and represents a

TOPIC AREA 8: LAND USE

location where additional development could be accommodated. Looking forward, the Town should consider reviewing the allowable uses, dimensional requirements, and standards in the mixed use cluster section of the Ordinance to ensure regulatory barriers are minimized and the language used is clear, concise, and easy for a potential developer to follow.

redevelopment should be in keeping with their specific context in terms of scale and character. These areas are:

- *Wallingford square*
- *Walker Street*
- *Shapleigh Rd (Between Manson Av. and Whipple Road)*
- *Pepperrell Road (in Kittery Point area)*
- *Lewis Square*

COMMERCIAL AND BUSINESS

Within the growth area designation there are several different commercial development areas and nodes that tend to have their own identity characterized by uses, scale, and overall aesthetics. For example, the commercial development along Route 1 where the Kittery Outlets are located is very different from the commercial node along Shapleigh Road just north of Whipple Road. Fortunately, the Town has established several commercial zoning districts to help regulate appropriate uses and development size and scale. The Future Land Use Plan envisions a continuation of both regionally-serving and locally-serving commercial areas in Kittery, with the only potential change being the possible incorporation of additional uses within the Kittery Outlets over time. It may be desirable to consider establishing Design Guidelines for the potential redevelopment of these areas.

LOCAL BUSINESS. The following are additional existing commercial areas serve Kittery's residents . Any future

URBAN RESIDENTIAL

This land use category (similar to the Urban Residence zone) is intended to complement the existing older sections of Kittery southeast of Route 1 out to Spruce Creek, with the exception of the Foreside and Admiralty Village (both described in the neighborhood conservation section). The majority of properties in this area are served by both public water and sewer, and are able to accommodate a limited amount of medium density residential development. These neighborhoods and areas tend to be within a reasonable walking distance to commercial nodes and are serviced by a wide range of existing infrastructure. Future uses in the urban residential area should include a range of residential uses (both single family and small multi-family structures), low-intensity commercial uses such as artist galleries, home offices and businesses, studios, and bed and breakfasts. Given the tighter development pattern and smaller lots sizes found in this area, the Town should consider lowering minimum lot size requirements from 20,000 square feet to 10,000 or 15,000 square feet to accommodate the redevelopment of

TOPIC AREA 8: LAND USE

smaller lots. Where lots are within the Spruce Creek Watershed, the Town may want to consider keeping the 20,000 square foot limit or implement stormwater management requirements to minimize run-off and encourage on-site storage and recharge.

SUBURBAN RESIDENTIAL

This land use category is intended to accommodate residential development at a slightly lower density than that of the urban residential category. This land use would be primarily focused on the area west of I-95 and south of Route 236, and would not include the office park area. Since the year 2000, this area has experienced the construction of several new suburban-style residential dwellings. Most of this area is currently served by public water, but not public sewers thereby limiting the development potential on many of the parcels. Basic minimum lot sizes in this area should continue to stay at 40,000 square feet, but the Planning Board could consider reducing minimum lot sizes to 20,000 square feet in the future if public water and sewer are both made available. This could provide opportunities for clustering, smaller and more affordable homes, and slightly higher densities than are currently allowed. Appropriate uses in this area should include single family, two-family, and small-scale multi-family dwellings, community and public uses, and similar low-intensity uses.

A description of each desired land use type, approximate locations within the neighborhood conservation areas, and some

considerations for future zoning discussions are offered below to help guide decisions in Kittery moving forward.

LOW DENSITY RESIDENTIAL

NEIGHBORHOOD CONSERVATION AREA: Kittery Point: This land use category is intended to preserve the established character of the existing Kittery Point neighborhood while still allowing for some new development that is consistent with this current patterns. Kittery Point has the majority of Kittery's older buildings, which tend to be scattered rather than in a compact village center like the Foreside. Kittery Point is bounded on the south and east sides by both Piscataqua and Barter's Creeks, creating the need to manage stormwater runoff from new development. It is important to the people of Kittery that the history and character of Kittery Point be preserved, as well as reflected in any new development that may come in the future.

Where public water and sewer is not available, lot sizes should remain at the 40,000 square foot minimum. The Town may wish to consider some limited objective criteria for new development that needs dimensional relief from current zoning requirements in order to better match the historical character and development patterns of surrounding structures. If the Town (in this case it may be the Planning Board or Zoning Board of Appeals) feels the aesthetic character of the proposed development would be improved by granting relief that may be something to consider. Allowable uses should include single family, two-family, and low-density multi-family housing options, community facilities, public uses, and marine-related uses.

TOPIC AREA 8: LAND USE

COMPACT RESIDENTIAL

NEIGHBORHOOD CONSERVATION AREA: Admiralty Village: This land use category is intended to apply to the older, higher density residential area where public water and sewers are available or can be provided. Admiralty Village is predominantly residential in nature and the neighborhood where some of the Town's more affordable units can be found.

Within the Admiralty Village area, the density and character of new residential development should be similar to what exists today which is upwards of ten units per acre. Where new construction and development impacts Spruce Creek, mitigation should be put in place to minimize stormwater runoff. Allowable uses should include single family, two-family, and low-density multi-family housing options, community facilities, and public uses.

LIMITED GROWTH DESIGNATIONS

Areas designated on the Future Land Use Map as "limited growth" represent land where the town would like to discourage growth and development in order to protect natural resources and limit the expansion of public utilities, services, and infrastructure. Much, if not all of the land in this designation relies on private water and septic for servicing existing and future development. The Town does not wish to promote additional development in the limited growth areas, nor promote the extension of public infrastructure needed to support it. Since

2000, 74 percent of new residential development occurred in the Rural Residential zoning districts. This Comprehensive Plan seeks to direct new development to areas in the growth designation to help preserve what remains of Kittery's open land and natural landscapes. If new residential development is to take place in the limited growth areas, that development should be designed as a cluster subdivision with the goal of preserving more open space on site while clustering new residential structures in a more compact manner.

A description of each desired land use type, approximate locations within the limited growth areas, and some considerations for future zoning discussions are offered below to help guide decisions in Kittery moving forward.

Limited Growth Designations include:

- Rural Residential
- Natural Resource Areas

RURAL RESIDENTIAL

This land use category is intended to describe areas in Kittery where the Town desires to maintain what remains of its rural characteristics and undeveloped landscapes. Allowed uses within these areas should include agriculture and forestry, limited community and public uses, small-scale businesses related to agriculture, marine-related uses along coastal areas, and very low density residential uses. The Town should continue to push for cluster developments in the rural residential areas to help preserve as much open space and natural area as possible. As

TOPIC AREA 8: LAND USE

recommended in the land use implementation section, the Town should evaluate the current Cluster regulations to ensure they are providing enough density to make development financially viable and attractive to current landowners. This will help in avoiding the fragmentation of land and creation of more suburban-style residential development patterns. The Town may also wish to consider revising the required lot sizes in the zoning districts that fall within the limited growth designation. Currently, there is a mixture of 40,000 and 80,000 square foot lot area minimums. The Town should evaluate whether those lot area minimums are appropriate for encouraging the type of development desired and whether the lot minimums are providing enough disincentive to steer developers toward a cluster approach for residential development.

- Currently, **Gerrish Island** and **Cutts Island** have the higher 80,000 square foot lot minimums because of the special nature of those areas. The Town should consider continuing to distinguish these unique environments from the other rural residential locations in Kittery.

NATURAL RESOURCE AREAS

Natural Resource Areas lie within both current growth and limited growth areas and reflect Resource Protection and Shoreland Overlay Zones. The intent of this designation is to protect the value of important natural resources. Where development is allowed, care must be taken to preserve environmental features.



Marsh, Kittery

These areas that represent locations in Kittery that are either protected open spaces or critical natural resource areas where development should be restricted and managed to protect the natural environment. That is, these areas should be retained as natural areas and only natural resource related activities and low intensity recreational uses should be allowed. Land designated as open space and under permanent protection cannot and should not be developed on.

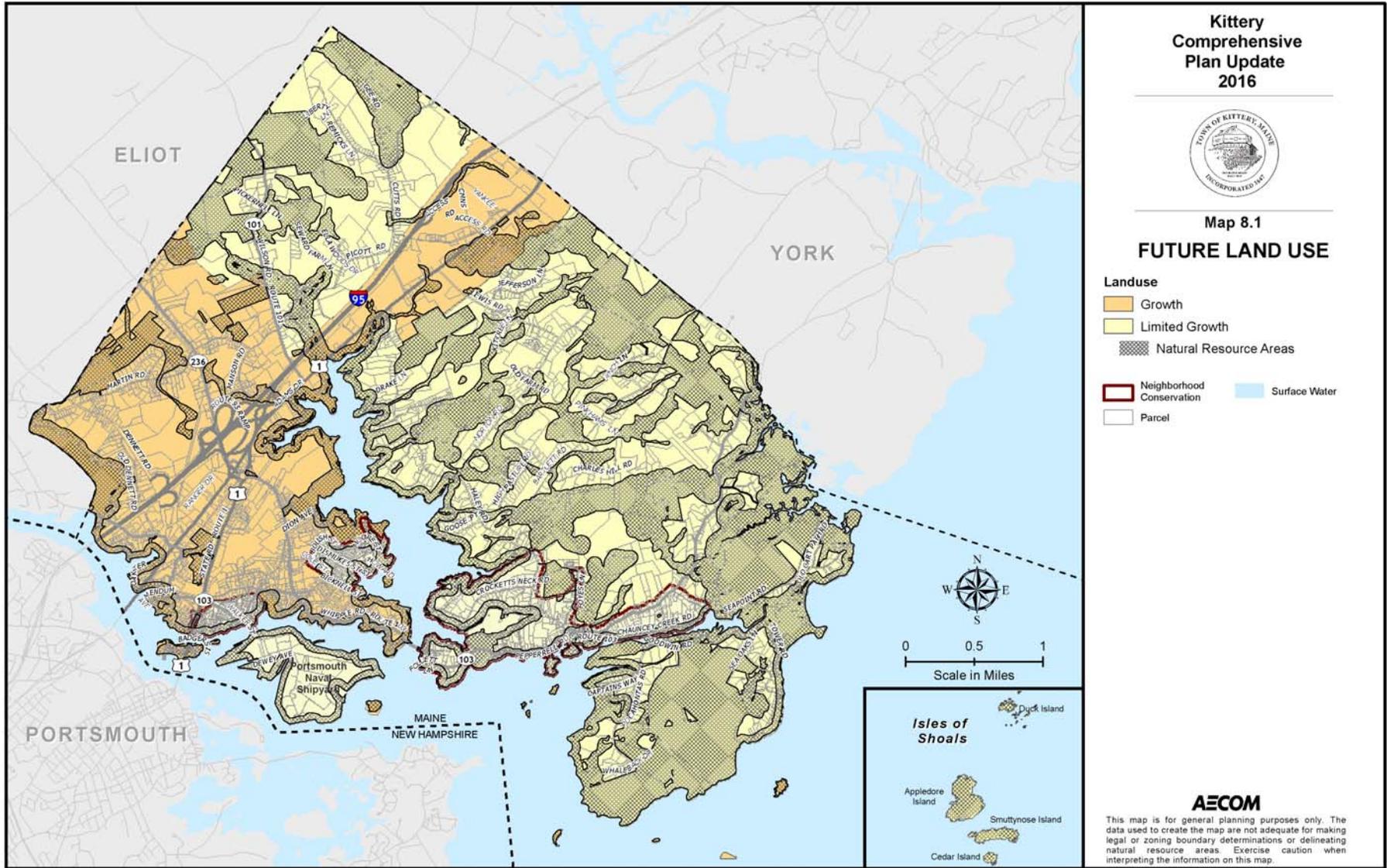
As mentioned, this designation is similar to the Resource and Shoreland Overlay zone provisions in the current zoning ordinance. Areas under this category include:

- the entire shoreline,
- streams tributary to Spruce Creek

TOPIC AREA 8: LAND USE

- high value wetlands
- buffers around high value wetlands
- critical wildlife habitat
- undeveloped 100-year floodplains

TOPIC AREA 8: LAND USE



TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

COASTAL COMMUNITY RESILIENCE



Seapoint Beach

State of Maine Goals:

- To protect the quality and manage the quantity of the State's water resources, including lakes, aquifers, great ponds, estuaries, rivers, and coastal areas.
- To protect the State's other critical natural resources, including without limitation, wetlands, wildlife and fisheries habitat, sand dunes, shorelands, scenic vistas, and unique natural areas.
- To safeguard the State's agricultural and forest resources from development which threatens those resources.
- To protect the State's marine resources industry, ports and harbors from incompatible development and to promote access to the shore for commercial fishermen and the public.
- To encourage municipalities to develop policies that assess community needs and environmental effects of municipal regulations, lessen the effect of excessive parking requirements for buildings in downtowns and on main streets and provide for alternative approaches for compliance relating to the reuse of upper floors of buildings in downtowns and on main streets.

(Maine Growth Management Act ((30-A M.R.S.A. §§ 4312 - 4350)

GOAL STATEMENT: ESTABLISH SHORT, MEDIUM AND LONG TERM PLANS TO ADDRESS THE EFFECTS OF CLIMATE CHANGE, INCLUDING INCREASED STORM FREQUENCY AND STRENGTH, COASTAL EROSION AND RISING OCEAN LEVELS, AND TRANSITION OF BOTH PUBLIC AND PRIVATE ENERGY CONSUMPTION TO LOW AND ZERO IMPACT METHODS

Objective 9.1. Establish plans to address the effects of climate change.

Objective 9.2. Reduce energy consumption and transition to low and zero impact methods.

Objective 9.3. Provide education and incentives to protect the environment and improve quality of life.

TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

OVERVIEW

Climate change is a change in the statistical distribution of weather patterns when that change lasts for an extended period of time (i.e., decades to millions of years). Climate change may refer to a change in average weather conditions, or in the time variation of weather around longer-term average conditions (i.e., more or fewer extreme weather events).¹ Coastal communities are especially vulnerable to climate change for a number of reasons. For example, projected effects such as impact estuarine systems²:

- Sea level rise
- Increased temperatures
- Changes in precipitation and storm intensity
- Ocean acidification

Examples of specific impacts that may occur in estuaries and other coastal areas include:

- salt-water intrusion into aquifers as the sea rises
- flooding of coastal wetlands and marshes
- changes to water availability and quality
- changes in habitat and species distributions
- lower oxygen levels in wetlands
- ocean acidification (due to higher concentrations of carbon dioxide in the atmosphere)
- a range of impacts from more severe coastal storms.

¹ https://en.wikipedia.org/wiki/Climate_change

² US EPA, Climate Change in Coastal Communities
<https://www.epa.gov/cre/climate-change-coastal-communities>

These impacts may occur in conjunction with other pressures to the natural and built environment, such as coastal population growth, presenting additional challenges to coastal communities.

In order for communities to become “climate ready,” they need to reduce risks and improve resiliency by:

- proactively identifying areas that are particularly vulnerable
- monitoring for changes, and developing and implementing adaptation plans.

These adaptation plans may contain a wide range of adaptation actions that are designed to reduce impacts and/or take advantage of potentially beneficial opportunities resulting from climate change.

Adaptation plans should be linked to management goals, such as maintaining water quality of marshes and wetlands, protecting coastal development, preserving habitat, or controlling invasive species.

The first step in responding to climate change is to understand current conditions as completely as possible³. There are a number of State Departments in Maine (including Inland Fisheries and Wildlife, Marine Resources, Agriculture, Conservation and Forestry, and Environmental Protection, among others) that have on-going programs that monitor various natural and built environments and track changes over time. Recognizing that

³ Maine Department of Environmental Protection, Monitoring, Mapping, Modeling, Mitigation and Messaging: Maine Prepares for Climate Change, September 2014.

TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

changes in the climate can result in vulnerabilities to both our natural resources and our built environment, it will be important to establish a baseline and then use this to monitor local changes to Kittery's environment.

The ultimate goal of climate adaptation strategy is to effectively mitigate the potential detrimental effects of a changing climate. Mitigation projects are generally physical constructions that preserve or protect existing infrastructure or natural features. Town policy can encourage and support mitigation measures.

In order for Kittery's climate adaptation plan to be most effective, its recommendations should be widely publicized and the public should be educated on what role they can play in preparing for climate change, but also in helping to be a steward of the environment. Education and outreach will be an important part of mitigation.

A new Climate Adaptation Committee will need to be formed to help develop the Climate Adaptation Plan. The Energy Advisory Committee should also be re-energized.

Recommendations Coastal Community Resilience were developed based on an assessment of existing conditions, public input, best practice, input from Town Department Heads and relevant Boards and Committees, as well as a review by the Comprehensive Plan Update Committee and Planning Board.

KITTERY VOICES: PUBLIC INPUT

Kittery residents participated in the Comprehensive Planning process through several live and on-line forums, where they freely expressed concerns about and wishes for the future of Kittery; forums included the following:

- 3 town-wide public forums
- one on-line survey
- Committee presence at several Town events
- A continuous conversation on an on-line forum
- Comment Boards at Town Hall and the Kittery Community Center.
- A poll on election day regarding top recommendations

A detailed documentation of the public's input is summarized in the introduction to this report and more fully documented in Volume III of the Plan.

ASSESSMENT OF EXISTING CONDITIONS: ISSUES AND IMPLICATIONS

Topic area #9 of the comprehensive plan focuses on positioning Kittery to be resilient and to take measures to protect the environment in a way that meets the needs of Kittery residents, and is consistent with the Comprehensive Plan's vision and goals for the future. See Volume II of this Plan for a full documentation of Existing Conditions.

TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

According to what are considered to be “middle of the road” predictions for global sea level rise changes, Maine is expected to experience two (2) feet of sea level rise over the next 100 years⁴. This one effect of climate change can significantly impact Kittery’s natural resources, the built environment, the economy, as well as recreation, housing, retail located near the water’s edge, among other uses and activities.

The following information specific to climate change in the State of Maine is from a document produced by the University of Maine entitled “Maine’s Climate Future,” 2015 Update and are just some examples of the potential impacts of climate change that Kittery could experience.

- Average annual temperature across Maine warmed by about 3 degrees F (1.7 degrees C) between 1895 and 2014.
- Models predicting future climate change developed by the Intergovernmental Panel on Climate Change (IPCC) predict that annual temperature will increase another 3 – 5 degrees F (1.7-2.8 degrees C) across Maine between 2015 and 2050.
- Changes in temperature affect our experience, changing the length and character of each season.
- Maine’s warm season (defined as when average daily temperature is above freezing increased by two weeks

from the early 1900s to the 2000s. Climate change models predict that the warm season will increase by an additional 2 weeks over the next 50 years.

- As Maine’s summers become warmer and longer, the number of excessively hot and humid days when heat indices rise above 95 degrees F (35 degrees C) are likely to increase. Especially at risk are the elderly and young children.
- The incidence of Lyme disease and other insect-borne diseases is on the rise. This has been linked to temperatures that make habitat more suitable for deer



The view from Fort McClary includes marine wildlife.

⁴ Maine Geological Survey, Department of Conservation, “Pursuing Coastal Community Resiliency in Southern Maine.”

TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

ticks and their hosts.

- Changing climate is putting wildlife at risk. Vulnerable species include Maine moose. Simultaneously changes in temperature patterns create opportunities for the introduction and expansion of potentially invasive species.
- A significant increase in extreme precipitation events (more frequent and intense storms) has been observed across Maine, especially in coastal communities. This trend is expected to continue.
- The total amount of accumulated snow is predicted to decline, however, extreme snowfall events with significant accumulations (strong nor'easters) are likely to increase in frequency.

These changes in the climate impact coastal communities in a number of ways including the following:

- Storms force towns to make costly repairs to roads and infrastructure.
- Intense rain events pollute lakes and streams
- Longer growing seasons, extreme precipitation events and greater variability in the weather offer both opportunities and challenges to Maine's farmers.

- The longer summers may represent an opportunity to expand the tourist season, but simultaneously the excessively hot days pose a public health hazard especially to the young and elderly.
- The unreliability of winter weather means that seasonal events and activities, many linked to local economies, are often negatively affected.
- Changes in the temperature and acidification of the ocean's water is affecting where marine species are found. These changes are expected to continue to affect the fishing industry.
- Flood zones have moved inland as a result of larger and more frequent storms. Increased frequency of flooding poses a threat to property and potential harm to humans.

KEY RECOMMENDATIONS

The following are the recommended policy directions for the Topic Area of Coastal Community Resilience. See the Table at the end of the Implementation Chapter for specific Action Steps for achieving these. The Table includes a partial list of existing resources, Lead and Partners to carry out the actions, suggested phasing, etc.

TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

GOAL STATEMENT 9.0: ESTABLISH SHORT, MEDIUM AND LONG TERM PLANS TO ADDRESS THE EFFECTS OF CLIMATE CHANGE, INCLUDING INCREASED STORM FREQUENCY AND STRENGTH, COASTAL EROSION AND RISING OCEAN LEVELS, AND TRANSITION OF BOTH PUBLIC AND PRIVATE ENERGY CONSUMPTION TO LOW AND ZERO IMPACT METHODS

9.1 ESTABLISH PLANS TO ADDRESS THE EFFECTS OF CLIMATE CHANGE

- 9.1.1. Identify, monitor, plan, and mitigate the potential impacts of sea level rise
- 9.1.2. Review and update the Town's Emergency Plan in case of extreme weather conditions
- 9.1.3. Develop a regional approach to addressing the potential impacts of climate change.
- 9.1.4. Monitor, plan for, and mitigate the potential effects of climate change on Kittery's natural resources
- 9.1.5. Monitor, plan for, and mitigate the potential effects of climate change on Kittery's built environment

9.1.6. Identify, mitigate and take advantage of opportunities created by the potential impacts of climate change on Kittery's economy.

9.1.7. Monitor, plan for, and mitigate the potential effects of climate change on Kittery's public health

9.1.8. Increase public awareness regarding the potential impacts of climate change.

9.2 REDUCE ENERGY CONSUMPTION AND TRANSITION TO LOW AND ZERO IMPACT METHODS

9.2.1. Develop a plan to transition to low and zero impact energy sources

9.2.2. Consider Town policy changes that encourage the use of renewable energy sources

9.2.3. Develop a public awareness campaign to focus attention on the need to transition to renewable energy sources

TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

9.3 PROVIDE EDUCATION AND INCENTIVES TO PROTECT THE ENVIRONMENT AND IMPROVE QUALITY OF LIFE

9.3.1. Develop policies that lessen the effects of the built environment on natural resources

9.3.2. Explore alternative and additional recycling options

9.3.3. Promote ecological practices

9.3.4. Continue to encourage businesses to consider more eco-friendly choices in their procedures and the goods and services they use and sell

9.3.5. Increase public awareness regarding the need to protect the environment for future generations and to prepare for climate adaptation

RELATED STRATEGIES IN OTHER TOPIC AREAS

6.1.6. For environmentally sensitive and secluded locations, encourage additional non-motorized visitors through installation of bike racks and bike/pedestrian paths.

6.3.3 Evaluate the Town Code regarding the use of pesticides and herbicides with chemicals in waterfront and other areas.

6.3.5. Identify a suitable site for storage of the town’s floating docks during coastal storms, and prepare specific operational plans to move floats there in advance of storms.

6.3.7. Encourage owners of marine businesses and industries to participate in clean marina/boatyard programs

8.1.3. Review and revise Town codes to account for the impacts of sea level rise and climate adaptation.

COASTAL COMMUNITY RESILIENCE: THREE KEY PLANNING PRINCIPLES

<p>Environmental Stewardship</p>	<ul style="list-style-type: none"> • Many of the recommendations suggest strategies for protecting the environment for the enjoyment of future generations. • Recommendations regarding increasing awareness regarding how individuals can make “greener” choices, integrating sustainability education into the school curriculum and adopting ordinances that promote the use of renewable energy resources are oriented at protecting the environment for future generations.
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TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

	<ul style="list-style-type: none"> • The preparation of a Climate Adaptation Plan will help to protect human settlements but also the environment.
Health & Wellness	<ul style="list-style-type: none"> • Protecting the environment and planning for future climate change promotes the health and wellness of Kittery’s residents in a number of ways including ensuring that they are protected from extreme weather conditions.
Economic & Social Vitality	<ul style="list-style-type: none"> • Climate change can result in negatively impacting certain sectors of the economy including fishing, agriculture and outdoor recreation. By planning for adaptation, these impacts can be mitigated. • Increasing awareness regarding the potential negative effects of climate change and sea level rise as well as ways of protecting the natural environment, can result in community building as people work together to protect their community.



Portsmouth Naval Shipyard

IMPLEMENTATION PLAN: TABLES BY TOPIC AREA

IMPLEMENTATION TABLES BY TOPIC AREA

INTRODUCTION

At the first meeting with the Comprehensive Plan Update Committee, we asked the members what they would consider to be a successful outcome of the planning process. In different words, all those seated around the table said the same thing – that they would consider the Plan a success if it was able to engage residents to identify their shared values and then to forge enough consensus so that the Plan could be carried forward to implementation.

Under each goal, a series of objectives provides more detail regarding aspects of these. For each policy directive, a number of strategies are listed outlining the HOW to achieve each of these. At the end of the section, **IMPLEMENTATION TABLES** provide a resource of options and additional guidance, including ideas regarding action steps and existing resources.

The Tables present strategies and action steps phased to help achieve the goals and objectives. For each of these, a LEAD is identified whose responsibility includes inviting PARTNERS (both those listed as well as others that may become relevant) to initiate action.

GOALS

To protect the town’s character by preserving and protecting **HISTORIC FEATURES, AND CULTURAL AND ARCHAEOLOGICAL RESOURCES** and promoting an awareness of the Town’s unique history.

To protect Kittery’s **NATURAL RESOURCES** including watershed, fresh water, wetlands and vernal pools, agricultural and forest resources, open space and recreation.

To support desirable **ECONOMIC DEVELOPMENT**, reduce dependence on Portsmouth Naval Shipyard, and increase the Town’s tax base while also providing local jobs.

To provide a range of **HOUSING** types to meet the needs of individuals throughout the lifecycle and to support residents with a diversity of incomes.

To improve safety and ease of **GETTING AROUND TOWN** and better connect the “pieces” of Kittery. Also provide safe and pleasant alternatives to automobile travel with safe and pleasant bike and walking paths.

To protect the Town’s **COASTLINE**, the working waterfront, and ensure appropriate access and enjoyment of the water while protecting it from environmental impacts.

To improve **TOWN GOVERNANCE**. Provide quality **MUNICIPAL FACILITIES and SERVICES**

To ensure that regulations support the desired **LAND USES**.

To establish short, medium and long term plans to address the effects of climate change for **COASTAL COMMUNITY RESILIENCE**, and to transition to low and zero impact energy methods

IMPLEMENTATION PLAN: TABLES BY TOPIC AREA

IMPLEMENTATION TABLES

The Implementation Tables follow. They are the policy recommendations, that is, the HOW, strategies to employ to get from the existing conditions to the vision, that is, how to achieve the goals and meet the objectives. The recommendations were informed by the following:

- Inventory and Assessment of Existing Conditions
- Review of other relevant documents and future trends
- Interviews with Town Staff
- Public input
- CPU Committee Review
- Best practice
- State Requirements

Recommendations are presented for each Topic Area; they are intended to be updated periodically. Each section begins with the Goal Statement and is further articulated by listing objectives that fall under each goal. Strategies and related Actions are listed below these. Some Existing Resources are listed and the Lead party responsible for carrying out the action is identified along with potential partners. An indication of the level of Priority is in the last column. The following page is a KEY to the terms used in the Matrices.

KEY TO IMPLEMENTATION TABLES: DEFINITION OF TERMS

The following is a key to the notation used in the implementation plan tables. The Implementation Plan is organized under **nine goals and related objectives**, and a list of strategies recommended to achieve these. These are presented in table format with separate columns for:

- Strategies
- Existing Resources
- Actions
- Funding Need
- Notes
- Lead and Partners
- Priority

Existing Resources: identifies some of the known relevant organizations or other resource(s). Intended as a starting point, it is not a comprehensive listing of these. Existing studies are also referenced here. It should be noted that not all have been adopted, they may be useful as references nevertheless.

Italics: use to indicate reference to an existing document or study

Funding Category: capital and/or operating and maintenance cost

Endnotes: provided for relevant details and/or additional information or reference(s).

IMPLEMENTATION PLAN: TABLES BY TOPIC AREA

Lead: The Town department, board, committee or other entity that is considered the most appropriate as the party responsible to lead the effort. Others listed are considered relevant **Partners**.
(new): indicates a board or committee that is being recommended and that doesn't currently exist.

Priority/Timing

#1: Immediate: 1-5 years

#2: Intermediate: 5-10 years

#3: Future (re-evaluate in 10 years): 10 – 20 years

On-going (continue & support action already in progress)

NOTES: indicates if the strategy requires that a new staff position/committee be created, and provides cross-reference information to other related strategies indicated by SEE ALSO.

SEE ALSO: used to indicate the instances where the strategy relates to more than one goal.



Ripe Apple ( **):** when an action step is considered to be a “low-hanging fruit”, that is, relatively low cost, low level of effort, with desirable impacts.

IMPLEMENTATION PLAN: TABLES BY TOPIC AREA

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TOPIC AREA 1: HISTORIC, CULTURAL, AND ARCHAEOLOGICAL RESOURCES

GOAL STATEMENT: protect the town's character by preserving and protecting historic features and archaeological and cultural resources and promoting an awareness of the town's unique history

OBJECTIVE 1.1: PROTECT HISTORIC AND ARCHAEOLOGICAL RESOURCES						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
1.1.1 Create a Kittery Historic Preservation Committee	Kittery's historic buildings and landscapes; Owners of historic buildings; Maine Historic Preservation Commission	Conduct an inventory of historic resources, including landscapes, archaeological resources and buildings	None	See ENDNOTE 1.1.1A for information about the Maine Antiquities Statute, which oversees protection of the state's archaeological resources 	LEAD: Interested Kittery residents PARTNER: Maine Historic Preservation Commission	1
		Research and document the history of inventoried properties	None	See ENDNOTE 1.1.1B	LEAD: Kittery Historic Preservation Committee	
		Develop an education and advocacy process for informing residents about options for preserving and protecting historic resources			LEAD: Kittery Historic Preservation Committee	1

TOPIC AREA 1: HISTORIC, CULTURAL, AND ARCHAEOLOGICAL RESOURCES

OBJECTIVE 1.1: PROTECT HISTORIC AND ARCHAEOLOGICAL RESOURCES						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Create a Kittery Historic Preservation Committee, continued		Coordinate efforts with regard to education and advocacy by reaching out to historic property owners				
		Consider merits and benefits of pursuing Certified Local Government status, and forming a Kittery Historic Preservation Commission		See ENDNOTE 1.1.1C for information about the Certified Local Government (CLG) program		
1.1.2 Ensure that new development is in keeping with the context of the neighborhood	Historic buildings constructed in the Colonial, Federal, Greek Revival, Victorian, and 20th century architectural styles	Retain historic exteriors when feasible and interiors when appropriate and desired, historic interiors as well	Operating Cost		LEAD: Newly-formed Kittery Historic Preservation Committee PARTNERS: Planning Board Town Council	2
		Review existing zoning and consider revisions that result in compatible dimensions (heights, setbacks, etc.) with historic areas				

TOPIC AREA 1: HISTORIC, CULTURAL, AND ARCHAEOLOGICAL RESOURCES

OBJECTIVE 1.1: PROTECT HISTORIC AND ARCHAEOLOGICAL RESOURCES						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Ensure that new development is in keeping with the context of the neighborhood, continued		Update the Planning Board's existing Design Handbook (for the Route 1 commercial area)				
		Develop design standards for new development that is located in historic areas				
1.1.3 Identify and protect the diversity in building and landscape styles which currently make up Kittery's fabric	Kittery's diverse collection of historic buildings representing an array of architectural styles	Conduct a town-wide survey of historic buildings of 100 or more years in age and add restrictions for their protection	Operating Cost	CLG Grant Program(s) can provide financial support for this strategy	LEAD: Newly-formed Kittery Historic Preservation Committee PARTNERS: Town Council individual owners of historic properties Kittery Historical and Naval Museum Planning Board	2
		Write ordinance(s) in the Town Code to protect known prehistoric and historic archaeological sites, through Planning Board review of development around these resources				

TOPIC AREA 1: HISTORIC, CULTURAL, AND ARCHAEOLOGICAL RESOURCES

OBJECTIVE 1.1: PROTECT HISTORIC AND ARCHAEOLOGICAL RESOURCES						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Identify and protect the diversity in building and landscape styles which currently make up Kittery's fabric, continued		Write ordinance(s) in the Town Code to protect significant public buildings and landscapes, including those identified by the Maine Historic Preservation Commission, through Planning Board review of development of and around these resources				
		Provide real estate tax abatements to home and business owners who undertake efforts to preserve their historic properties				
		Explore the possibility of forming public/private partnerships to foster the re-purposing of historic buildings, such as the Rice Public Library building.				

TOPIC AREA 1: HISTORIC, CULTURAL, AND ARCHAEOLOGICAL RESOURCES

OBJECTIVE 1.1: PROTECT HISTORIC AND ARCHAEOLOGICAL RESOURCES						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
1.1.4 Establish historic districts to protect significant clusters of buildings as a means of protecting the town's historic charm	Intact clusters of buildings in historic settings: Foreside, Kittery Point	Once historic resource inventory/survey is completed, establish historic districts (such as the Foreside) to help guide planning decisions	Operating Cost	CLG Grant Program(s) can help fund this strategy	LEAD: Newly-formed Kittery Historic Preservation Committee PARTNERS: individual owners of historic properties Kittery Historical and Naval Museum	3
		Create districts that preserve the ambiance of Kittery's heritage as a shipbuilding community				
1.1.5 Preserve threatened historic properties and scenic roads from demolition or radical alteration	School House at Cutts Island Lane Rice Public Library Wood Island Life Saving Station Scenic Route 103 (Pepperrell Road) Maine State Scenic Byways Program	Place preservation restrictions on properties deemed critical components of Kittery's historic landscape	Operating Cost/Capital Cost (restoration of the bas relief)		LEAD: Newly-formed Kittery Historic Preservation Committee PARTNERS: individual owners of historic properties Kittery Historical and Naval Museum/Society Planning Board WILSA KOSAC Kittery Park and Recreation Commission MHPC	2

TOPIC AREA 1: HISTORIC, CULTURAL, AND ARCHAEOLOGICAL RESOURCES

OBJECTIVE 1.1: PROTECT HISTORIC AND ARCHAEOLOGICAL RESOURCES						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Preserve threatened historic properties and scenic roads from demolition or radical alteration, continued		Provide incentives for adaptive re-use of historic buildings		An example of adaptive re-use is conversion of the Rice Public Library building into a welcome center, history center, children's museum, or town offices		
		Consider creating a review process requiring a waiting period before an identified historic structure can be demolished or relocated				
		Develop alternative means of interpreting difficult-to-access historic sites (such as Wood Island) by placing exhibits at accessible locations in Kittery (e.g. Fort Foster; Kittery Historical and Naval Museum/Society)		National Endowment for the Humanities; Maine Commission on the Humanities can provide support for this action step		
		Enact a fence height restriction to preserve views in scenic and historic areas				

TOPIC AREA 1: HISTORIC, CULTURAL, AND ARCHAEOLOGICAL RESOURCES

OBJECTIVE 1.1: PROTECT HISTORIC AND ARCHAEOLOGICAL RESOURCES						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Preserve threatened historic properties and scenic roads from demolition or radical alteration, continued		Enact a dark sky-related ordinance that limits lumen output, requires low-temperature for LED lighting and prohibits animated signs				
		Evaluate the feasibility of adding "scenic road" designations to protect views		<i>See also Strategy 5.1.3</i>		
		Address condition of bronze sculpture at John Paul Jones Park		Funding required to restore bronze bas relief sculpture and its setting		

TOPIC AREA 1: HISTORIC, CULTURAL, AND ARCHAEOLOGICAL RESOURCES

OBJECTIVE 1.2: PROMOTE KITTERY'S HISTORY						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
1.2.1 Support efforts of the existing Kittery Naval and History Museum/Society to expand programming, operations, and facilities	Existing museum collection of documents and artifacts pertaining to Kittery's social, cultural, and military history existing museum building and addition other historic buildings in Kittery (Taylor Building at Rice Public Library)	Contribute financially to the museum so that expanded low cost or free access to the museum for Kittery residents is possible	Operating Costs to Museum/Society		LEAD: Kittery Naval and History Museum/ Society staff, board PARTNERS: museum volunteers	2
		Support museum efforts to increase public outreach and broaden programming to include educational events				
		Support the museum's efforts to relocated some or all of the museum collection to a larger facility, possibly in an historic building/buildings				
		Support the expansion of the museum so that it may house and display Wood Island history				

TOPIC AREA 1: HISTORIC, CULTURAL, AND ARCHAEOLOGICAL RESOURCES

OBJECTIVE 1.2: PROMOTE KITTERY'S HISTORY						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
1.2.2 Develop education and raise awareness regarding history and nature (e.g. Portsmouth Naval Shipyard Museum, Kittery Historical and Naval Museum, Kittery Land Trust, Mt. Agamenticus to the Sea initiative)	Kittery Land Trust, Portsmouth Naval Shipyard Museum Kittery Historical and Naval Museum/Society Kittery Maine Historic Improvement Committee Mount Agamenticus to the Sea Initiative (York and Kittery)	Continue the interpretive sign program that educates residents and visitors about Kittery's history and how life has changed	Operating Cost	Maine Humanities Council	LEAD: Newly created Kittery Historic Preservation Commission PARTNERS: Kittery Historical and Naval Museum/Society Kittery Land Trust Portsmouth Naval Shipyard Mount Agamenticus to the Sea Initiative (partner)	2
		Create markers for historic properties (i.e. plaque program)				
		Support the public school third grade curriculum to learn about local history and historic sites				

TOPIC AREA 1: HISTORIC, CULTURAL, AND ARCHAEOLOGICAL RESOURCES

OBJECTIVE 1.3: SUPPORT AND NUTURE KITTERY'S COMMUNITY OF WORKING ARTISTS						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
1.3.1 Provide a mechanism to support arts-related business start-ups	Kittery Art Association, Morgan Gallery at the Kittery Community Center, privately-owned local galleries and performance spaces		Operating Costs			2
1.3.2 Provide an increased number of artists studio spaces	Existing properties well-positioned for adaptive-reuse		Capital Costs			2
1.3.3 Provide more support and visibility to the work of local artists	Local artists and craftspersons Kittery Art Association Local galleries and performance spaces	Develop a public art program that places the work of Kittery's visual artists within the Kittery landscape on a rotating basis	Operating Costs	Maine Arts Commission; New England Foundation for the Arts Expeditions (touring grants)	LEADS:Local artists and craftspersons PARTNERS: Maine Arts Commission; New England Foundation for the Arts	2
1.3.4 Institute a Percent for Art Program in the construction of public buildings	Maine Arts Commission Percent for Art Program; Kittery's public schools and administrative buildings	As public building construction projects come on line, enlist the expertise of the Maine Arts Commission staff to guide the process	Operating/Capital Costs	1% of public building construction costs	LEADS: Town Manager town department involved in construction project PARTNERS: artists	3

TOPIC AREA 1: HISTORIC, ARCHAEOLOGICAL AND CULTURAL RESOURCES**ENDNOTES**

1.1.1A. Maine Revised Statute Title 27, Chapter 13 (informally known as the Maine Antiquities Law) pertains to the identification and protection of Maine's prehistoric and historic archaeological resources. Private properties that are subjects of a preservation agreement between the owner(s) and the Maine Historic Preservation Commission and are either listed on the National Register of Historic Places or are posted are classified as protected sites. Excavation of such sites requires a state-issued permit. For more information, refer to *Chapter 27 of the Maine Revised Statutes Annotated, sections 371-378 (27MRSA § 371-378)*.

1.1.1.B. The Kittery Historic Preservation Committee will be formed by the Comprehensive Plan Implementation Committee.

1.1.1.C. Certified Local Government Program. The Certified Local Government Program (CLG) was created in the early 1980s by an amendment to the National Historic Preservation Act. The program is designed to promote preservation planning and cultural resource protection efforts at the local level that are consistent with state and Federal standards and guidelines. A fundamental requirement for participation is the adoption of a historic preservation ordinance that, in accordance with the program's guidelines, creates a local historic preservation commission and implements a formal review process. A local government becomes certified when it meets state and Federal program requirements, formally applies to the Maine Historic Preservation Commission for participation, signs a Certification Agreement, and is approved by the Commission and the National Park Service. CLGs are eligible to apply to the Commission for annual grant funds that are specifically dedicated to the program, including architectural and archaeological surveys, preparation of National Register nominations, public education programs, preservation, rehabilitation and restoration projects, activities related to comprehensive planning, and the development of community specific design manuals. There are currently ten Certified Local Governments in Maine: Bangor, York, Topsham, Kennebunk, Hampden, Lewiston, Saco, Castine, Portland, and Gardiner. For additional information, see the Maine Historic Preservation Commission's website: http://maine.gov/mhpc/certified_local_government/index.html

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

GOAL STATEMENT: protect Kittery's natural resources including watershed, fresh water, wetlands and vernal pools, agricultural and forest resources, open space and recreation

OBJECTIVE 2.1: PROTECT AND PRESERVE CRITICAL OPEN SPACES FOR PASSIVE RECREATION, VISUAL IMPACT AND PRESERVATION OF WILDLIFE HABITATS, COASTAL (SALTWATER) WETLANDS, FRESHWATER WETLANDS AND VERNAL POOLS						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
2.1.1 Protect existing open lands, including farmlands and wetlands, from over-development	Existing unprotected open spaces (particularly in the area north of Spruce Creek) Federal Wetlands Protection Act Maine Natural Resources Protection Act American Farmland Trust Maine Farmland Protection Program Maine Farmland Trust Kittery Land Trust; Kittery Open Space Advisory Committee (KOSAC) Kittery Conservation Commission Kittery Planning Board	Complete inventory of open spaces in Kittery	Operating Cost/Capital Cost	Task is already underway by KOSAC 	LEAD: Kittery Open Space Advisory Committee (KOSAC) Kittery Land Trust PARTNERS: Kittery Conservation Commission Maine Farmland Protection program/American Farmland Trust	Ongoing

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

OBJECTIVE 2.1: PROTECT AND PRESERVE CRITICAL OPEN SPACES FOR PASSIVE RECREATION, VISUAL IMPACT AND PRESERVATION OF WILDLIFE HABITATS, COASTAL (SALTWATER) WETLANDS, FRESHWATER WETLANDS AND VERNAL POOLS						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Protect existing open lands, continued		Consider negotiating conservation easements/restrictions and/or agricultural easements/restrictions, or other actions, such as Transfer of Development Rights (TDR) on unprotected open spaces -- particularly wetlands and farmlands				
		Consider purchase of unprotected open spaces				
		Prohibit destruction of manmade wetlands which are functioning wetlands and have hydric soils, vegetation, and creatures, characterizing the areas as wetlands and vernal pools) by reviewing the existing ordinance, and increasing restrictions, as required			LEAD: Kittery Conservation Commission PARTNERS: Federal and State Wetlands Protection Acts	

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

OBJECTIVE 2.1: PROTECT AND PRESERVE CRITICAL OPEN SPACES FOR PASSIVE RECREATION, VISUAL IMPACT AND PRESERVATION OF WILDLIFE HABITATS, COASTAL (SALTWATER) WETLANDS, FRESHWATER WETLANDS AND VERNAL POOLS						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
2.1.2 Protect Kittery's remaining farmland (including forests)	Unprotected farms and forested lands Maine Farmland Trust Kittery Land Trust	Evaluate the existing land use ordinance and institute changes that support farm operations and direct development of designated growth areas	Operating Cost		LEADS: Kittery Planning Board Kittery Economic Development Committee PARTNERS: Maine Farmland Trust Kittery Land Trust)	Ongoing
		Integrate farming and forestry into town-wide strategy for economic development including promotion of farms and locally raised farm products				
		Promote the use of Maine's current use property tax programs and Voluntary Municipal Farm Support Program				

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

OBJECTIVE 2.1: PROTECT AND PRESERVE CRITICAL OPEN SPACES FOR PASSIVE RECREATION, VISUAL IMPACT AND PRESERVATION OF WILDLIFE HABITATS, COASTAL (SALTWATER) WETLANDS, FRESHWATER WETLANDS AND VERNAL POOLS						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
2.1.3 Protect wildlife corridors	Existing zoning ordinance; existing preserved open spaces adjacent unprotected open spaces Kittery Land Trust	Allow the Planning Board to amend zoning ordinance so that through the development process, portions of undeveloped land that buffer preserved open spaces, may also be preserved (helping to foster corridors)	Operating Cost		LEAD: Kittery Planning Board PARTNERS: Kittery Conservation Commission Kittery Land Trust	1
2.1.4 Strengthen zoning regulations to better preserve critical open spaces and key natural features	Existing zoning ordinance Existing undeveloped lands	Amend zoning ordinance to allow for varied densities and open space requirements by zone in order to the purpose of a specific zone, and to protect the most important resources and features	Operating Cost		LEAD: Kittery Planning Board PARTNER: Kittery Conservation Commission	2
		Further increase and target open space requirement				
2.1.5 Review existing hunting regulations to improve safety of residents while, at the same time protecting residents' right hunt	Existing regulations allowing hunting throughout the year (except Sundays)	Consider revisions to existing hunting policies	Operating Cost		LEAD: Town Council	1

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

OBJECTIVE 2.1: PROTECT AND PRESERVE CRITICAL OPEN SPACES FOR PASSIVE RECREATION, VISUAL IMPACT AND PRESERVATION OF WILDLIFE HABITATS, COASTAL (SALTWATER) WETLANDS, FRESHWATER WETLANDS AND VERNAL POOLS						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Review existing hunting regulations to improve safety of residents while, at the same time protecting residents' right hunt, continued		Add hunting regulations to the Town website and the Town kiosk so that residents are more informed of policies				
2.1.6 Consider endorsing the York River Committee's efforts to designate the York River Watershed as a Federal Wild and Scenic River with the Mount Agamenticus-to-the-Sea Initiative and Brave Boat Harbor Initiative	Kittery Land Trust/Brave Boat Harbor Initiative; KOSAC	Review York River Committee's effort	None Required	SEE ENDNOTE 2.1.6.A 	LEAD: KOSAC	1

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

OBJECTIVE 2.1: PROTECT AND PRESERVE CRITICAL OPEN SPACES FOR PASSIVE RECREATION, VISUAL IMPACT AND PRESERVATION OF WILDLIFE HABITATS, COASTAL (SALTWATER) WETLANDS, FRESHWATER WETLANDS AND VERNAL POOLS						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
2.1.7 Preserve scenic vistas and views, including scenic roadway corridors	Multiple scenic views and roadway corridors located throughout Kittery, identified in the 1999 Comprehensive Plan Update Existing zoning (especially waterfront commercial fisheries/maritime uses zoning) Extensive public parklands on the	Revisit the inventory of scenic views defined in the 1999 Comprehensive Plan Update, making a photographic record (survey) and updating the inventory, as needed	None Required	SEE ENDNOTE 2.1.7.A for a listing of Kittery's scenic views 	LEAD: KOSAC PARTNERS: Newly-Formed Historic Preservation Advisory Committee Planning Board	1
		Work with property owners on voluntary measures, such as limiting fence heights				
		Revisit town ordinances and revise to provide critical viewshed protection measures, including a view protection				
		Evaluate the feasibility of adding "scenic road" designations to protect views				
		Explore the possibility of creating a scenic overlay district or districts				

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

OBJECTIVE 2.2: INCREASE OPPORTUNITIES FOR RECREATION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
2.2.1 Implement a master plan for athletic fields	Existing fields and facilities; draft Athletic Fields Master Plan with specific implementation recommendations	Evaluate the recommendations of the draft Athletic Fields Master Plan and establish priorities for implementing the plan (these priorities should take into account the projected cost) (Note: the draft Athletic Fields Master Plan had not been adopted by Kittery Town Council at the time of the writing of this plan and was still under review	Operating Costs/Capital and Maintenance Costs spelled out in the recommendations section of the plan; alternative funding mechanisms suggested in the Athletic Fields Master Plan	Obtain funding from an array of sources, including user fees; grants (to minimize the fiscal impact of implementation on tax payers; Maine Bureau of Parks and Lands "Land and Water Conservation Fund;" in addition to property tax revenues	LEAD: Kittery Department of Public Works PARTNERS: Kittery Parks Commission Kittery Recreation Department	1
		Update existing playgrounds and develop new playgrounds near athletic fields, and include bike racks at the fields for children to store their bikes while at play				
		Consider tennis courts, volleyball and badminton facilities to existing playgrounds				

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

OBJECTIVE 2.2: INCREASE OPPORTUNITIES FOR RECREATION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Implement a master plan for athletic fields, continued		Upgrade facilities to include more offerings for seniors, such as "senior" softball				
		Include more agricultural/vocational activities at the schools, including greenhouses and gardens				
		Increase access to existing recreation facilities by installing sidewalks (leading to the facilities) and bike racks		See Strategy 5.2.1		
		Re-evaluate the plan every 10 or so years to reflect changes in Kittery's demographics				

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

OBJECTIVE 2.2: INCREASE OPPORTUNITIES FOR RECREATION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
2.2.2 Consider expanding the season at Fort Foster	Fort Foster	Add a line-up of live concerts and events, including music and plays	Operating Cost/Capital Cost (additional toilet facilities)		LEAD: Kittery Parks and Recreation Department PARTNERS: Kittery Department of Public Works park volunteers	2
2.2.3 Reduce dog and horse waste at area beaches and parks (particularly Seapoint Beach and Rogers Park) through enhance enforcement and public education	Existing dog ordinance; many open spaces that appeal to dog owners and dogs; regulations enforced by other towns including York, New Castle, Rye, Ogunquit, Wells and Hampton Beach	Increase awareness regarding enforcement of waste ordinance, supporting the efforts of the Police Chief Enforce leash law; Establish volunteer dog patrol	Operating Costs (enforcement)/Capital Costs (dog waste stations/bags; methane convertor; signs)		LEAD: Kittery Department of Public Works PARTNERS: citizen volunteers, Kittery Police Department	1/Ongoing
		Develop more effective means of controlling dogs at Fort Foster, such as issuing dog walking "permits" in the form of tags			LEAD: Kittery Park Commission	

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

OBJECTIVE 2.2: INCREASE OPPORTUNITIES FOR RECREATION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Reduce dog and horse waste at area beaches and parks, continued		Hire a student intern/interns with money from the Fort Foster gate receipts to be a resource officer during the summer months and in September (a beach "steward")				
		Limit the times of year dogs are permitted on the beach, including during bird migration and during summer months; limit hours dogs can be on the beaches				
		Consider developing a designated dog park or fenced off area of the beach(es) where dogs can run off leash				
		Increase restrictions on dog behavior and increase enforcement				

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

OBJECTIVE 2.2: INCREASE OPPORTUNITIES FOR RECREATION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Reduce dog and horse waste at area beaches and parks, continued		Raise the fine for uncollected dog waste to \$100 per incident; retain revenue for programming and improvements at Fort Foster and Seapoint Beach				
		Use fees collected from enforcement fines to maintain public spaces and recreation sites; support the schools' efforts with this approach				
		Install more waste receptacles at the beaches for dog owners to dispose of the dog feces; institute an "adopt a waste receptacle" program to foster community involvement in the effort to clean up				

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

OBJECTIVE 2.2: INCREASE OPPORTUNITIES FOR RECREATION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Reduce dog and horse waste at area beaches and parks, continued		Explore placing methane conversion apparati in public spaces and recreation sites to convert dog waste to energy		"Park Spark" was an experiment that placed a methane digester in a Cambridge, MA park that converted dog waste in to methane gas, used to power a park light. (SEE ENDNOTE #2.2.3.A)		
		Place kiosks or bulletin boards explaining need to collect and dispose of waste property, and the negative effects of uncollected waste				
		Erect more signs with regulations pertaining to the conduct of dogs and their owners on the beaches				
		Consider/evalute restriction of hours/times of year for dog access to beaches				

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

OBJECTIVE 2.2: INCREASE OPPORTUNITIES FOR RECREATION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Reduce dog and horse waste at area beaches and parks, continued		Issue day passes to out-of-town visitors, to be purchased on line, permitting their dog(s) to visit Kittery				
		Continue tradition, established by the Conservation Commission in the 1990s, of organizing community clean up days to remove trash and waste from the beaches				
2.2.4 Support the Kittery Community Center's strategic plan for program expansion	Existing Kittery Community's building and outdoor facilities Kittery Park and Recreation Commission	Involve the community, through a comprehensive public engagement process, in deciding when and how to implement the strategic plan	Operating Cost (engagement process)/Capital Cost (expanded facilities)		LEAD: Kittery Community Center (staff and board) PARTNER: Kittery Park and Recreation Commission	2
2.2.5 Increase awareness of existing resources and how to enjoy them	Existing park and recreation facilities Park and Recreation Commission Conservation Commission KOSAC	Create on-line and printed guides to the recreation resources of Kittery and make them available to residents and visitors	Operating Cost		LEAD: Park and Recreation Commission PARTNERS: Conservation Commission KOSAC	1

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

OBJECTIVE 2.2: INCREASE OPPORTUNITIES FOR RECREATION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
2.2.6 Establish new and beautify existing small passive recreation spaces in the commercial areas	Existing "pocket parks"; small underutilized spaces in commercial areas	Identify/locate possible locations for new pocket parks	Capital Cost	Potential public-private partnerships	LEAD: Economic Development Committee PARTNERS: Garden Club volunteers	2
2.2.7 Continue to give preference to Kittery residents for use of launching facilities, recreational fields and facilities	Existing recreation fields, mooring, boat launching and docking facilities		Operating Cost	In areas operated by the Army Corps of Engineers, lower mooring fees for residents are prohibited by law	LEADS: Kittery Harbor Master Kittery Recreation Department	2
2.2.8 Create new kayak-launching sites to provide greater access	Existing underutilized sites	Identify new kayak launch sites in existing town-owned locations, such as Rogers Park	Capital Cost	Also see Strategy 6.1.5	LEADS: Kittery Harbor Master Kittery Recreation Department	2

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

OBJECTIVE 2.2: INCREASE OPPORTUNITIES FOR RECREATION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
2.2.9 Revisit existing hunting regulations so that all Kittery residents feel safe but, at the same time, may reserve the right to own a firearm and hunt	Existing regulations that allow hunting throughout the year, except on Sundays overpopulation of deer many publicly-accessible hunting areas throughout the town	Undertake a comprehensive public engagement process that involves all citizens of Kittery in determining the future of hunting within the town. In the process, take into account the fact that many Kittery residents are enthusiastic and responsible hunters, and others see hunting as means of controlling the overpopulation of deer; and still others would like to limit the types of hunting/prey/weapons allowed (including traps), or ban the activity altogether	Operating Cost (funds to hire a public engagement specialist and revise the existing hunting ordinance)	Also See Strategy 2.1.4	LEAD: Town Council PARTNERS: residents of Kittery	1
		Place signage in the Town Farm Forest and Rogers Park to alert residents that hunting is occurring during specified times and signs that warn hunders of homes nearby and the limit on types of weapons that can be used				

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

OBJECTIVE 2.2: INCREASE OPPORTUNITIES FOR RECREATION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
2.2.10 Work with public and private partners to extend and maintain the existing network of trails for non-motorized uses, and connect these trails to regional systems	Existing trail network including routes on the Town Farm, Rogers Park, Fort Foster, Brave Boat Headwaters, Gerrish Island, the abandoned trolley tracks, Fort McClary and the Rachel Carson National Wildlife Refuge Maine Island Trail Association Maine's Landowner Liability Law (Title 14, M.R.S.A. 159-A)	Collaborate with marketing efforts of the Maine Island Trail Association	Operating Cost (marketing and materials distribution)/Capital and Maintenance Cost (trail expansion and management)		LEAD: Kittery Open Space Advisory Committee PARTNERS: Kittery Conservation Commission Maine Island Trail Association	Ongoing
		Construct connections between existing trails				
		Provide educational materials regarding the benefits and protections for landowners allowing public recreational access on their property				

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

ENDNOTES

2.1.6.A. **York River Study Committee and Partnership Wild & Scenic Rivers.** The York River Study Committee was formed to work with community members to develop a York River Watershed Management Plan and evaluate the suitability of a Partnership Wild and Scenic River designation for the river and its tributaries. The Study Committee includes members from Eliot, Kittery, South Berwick, and York. The York River Committee is in the process of obtaining designation for the York River Watershed as a Partnership Wild and Scenic River from the federal government. In 1968, the U.S. Congress passed the “National Wild and Scenic Rivers Act” which made it the policy of the United States that certain selected rivers of the Nation, and their immediate environments, that possess outstandingly remarkable scenic, recreational, geologic, fish and wildlife, historic, cultural or other similar values, should be protected in free-flowing condition for the benefit and enjoyment of present and future generations. As of December 2014, 160 rivers have been designated in 36 states.

For more information:

York River Study Committee website: <http://www.yorkrivermaine.org/>

NPS Partnership Wild and Scenic Rivers website: <https://www.nps.gov/orgs/1912/Partnership-Wild-and-Scenic-Rivers.htm>

2.1.7.A. The 1999 Update of the Kittery Comprehensive Plan listed the following **scenic views, vistas and roads** as meriting protection:

Category One (Highest Value) Scenic Views And Vistas

View 1-1. The view over Seapoint Beach (180 degree view)

View 1-2. The view of the marsh from Seapoint Road past and across from the former boat building barn

View 1-3. The view from Chauncey Creek Road toward Gerrish Island

View 1-4. The view from Chauncey Creek Road toward the Rachel Carson Wildlife Refuge

View 1-5. The view from the Gerrish Island Bridge looking to the east

View 1-6. The view from the Route 103 bridge over Spruce Creek (360 degree view)

View 1-7. The view from Old Ferry Lane toward the Back Channel and Harbor

View 1-8. The view of Spruce Creek from the Route One/Quarterdeck area

View 1-9. The view of the Back Channel from Badger’s Island and the Foreside (180 degree view)

View 1-10. The view on the approach to the Eliot Bridge (180 degree view)

Category Two (Very High Value) Scenic Views And Vistas

View 2-1. The view from Chauncey Creek Road toward Pepperrell Cove

View 2-2. The view of the harbor from the turn in Pepperrell Road at the Congregational Church

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

- View 2-3. Pocket views of the river from Whipple Road near Tilton Avenue
- View 2-4. The view of agricultural land (Johnson Farm Area) from the Wilson Road
- View 2-5. The view of Spruce Creek between Route One and I-95
- View 2-6. The view of Legion Pond from the Old Post Road
- View 2-7. The view of Pepperrell Cove from the Kittery Point town wharf area (180 degree view)
- View 2-8. The view from the Crockett Neck Road causeway easterly toward Barter's Creek
- View 2-9. The view from the Crockett Neck Road causeway westerly toward Spruce Creek
- View 2-10. The view of agricultural land from Picott Road
- View 2-11. The two views of Spruce Creek from Picott Road
- View 2-12. Pocket views of Pepperrell Cove and Wood Island from Pepperrell Road
- View 2-13. Fort Foster views (200 degree view from central area and views all around)

Category Three (High Value) Scenic Views And Vistas

- View 3-1. The view from Route 103 toward Brave Boat Harbor going west at the Town line
- View 3-2. The view from Route 103 toward Brave Boat Harbor going east near the Town line
- View 3-3. The view from the Gerrish Island bridge looking west along Chauncey Creek
- View 3-4. The view of Pepperrell Cove from the Fort McClary area (200 degree view)
- View 3-5. The view from Whipple Road northerly toward Spruce Creek
- View 3-6. The view from Seapoint Road northeast of Log Cottage
- View 3-7. The view from Seapoint Road over the stonewall toward the marsh and Gerrish Island
- View 3-8. The view from Tower Road toward Seapoint Beach/salt marsh (180 degree view)

Category One (Highest Value) Scenic Roads

- Road 1-1. Route 103 including Whipple Road, Pepperrell Road, Tenney Hill Road, and Brave Boat Harbor Road
- Road 1-2. Seapoint Road
- Road 1-3. Chauncey Creek Road
- Road 1-4. Hunter and Newmarch Streets Road 1-5. Government Street
- Road 1-6. Crockett Neck Road from Route 103 to Bond Road
- Road 1-7. Old Ferry Lane
- Road 1-8. Picott Road
- Road 1-9. Wilson Road from Picott Road to the Eliot line
- Road 1-10. Haley Road from Route One to Hartley Farm Road

TOPIC AREA 2: NATURAL RESOURCES AND RECREATION

Category Two (Very High Value) Scenic Roads

- Road 2-1. Tower Road
- Road 2-2. Love Lane
- Road 2-3. Cutts Road from Picott Road to Betty Welch Road
- Road 2-4. Goodwin Road
- Road 2-5. Old Dennett Road west of I-95
- Road 2-6. The half mile of Bartlett Road near the York line
- Road 2-7. Lawrence Lane Road 2-8. Adams Road

Category Three (High Value) Scenic Roads

- Road 3-1. Miller Road
- Road 3-2. The upper end of Norton Road
- Road 3-3. Pocahontas Road Extension
- Road 3-4. Litchfield Road
- Road 3-5. Betty Welch Road

2.2.3.A. **Park Spark Project.** The Park Spark project transformed dog waste into energy (methane) through a publicly fed methane digester as an interactive urban intervention that questions our current waste system, and at the same time creates an opportunity for others to participate in the (re)imaging of the byproduct energy (methane).

For more information:

<http://parksparkproject.com/artwork/1116247.html>

TOPIC AREA 3: ECONOMIC DEVELOPMENT

GOAL STATEMENT: to support desirable economic development, balance the relationship with the Portsmouth Naval Shipyard, and increase the town's tax base while also providing local jobs.

OBJECTIVE 3.1: ATTRACT AND RETAIN BUSINESSES TO SUSTAIN THE VIBRANT CENTER AT FORESIDE THAT PROVIDES RESIDENTS AND VISITORS WITH PLACES TO GO AND SPACES TO GATHER.

Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
3.1.1. Encourage the collaboration of existing parties concerned with Kittery's economic development	Greater York County Chamber of Commerce, Outlet Merchants Association, Economic Development Committee	Town should initiate contact with local businesses and help facilitate first meeting to gauge interest.	Businesses and Town could form a funding partnership		LEAD: Local business community PARTNERS Greater York Chamber of Commerce, Outlet Merchants Assoc.,	1
		Businesses in Foreside organize and form their own organization, could be a 501 c3 or other non-profit.				
		Group sets priorities and begin advocating for improvements. Group could also begin writing grants if non-profit status is achieved.				

TOPIC AREA 3: ECONOMIC DEVELOPMENT

OBJECTIVE 3.1: ATTRACT AND RETAIN BUSINESSES TO SUSTAIN THE VIBRANT CENTER AT FORESIDE THAT PROVIDES RESIDENTS AND VISITORS WITH PLACES TO GO AND SPACES TO GATHER.						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
3.1.2. Evaluate recommendations from the Foreside Forums report to determine if and when they should be implemented.	Greater York County Chamber of Commerce	Town, in partnership with businesses and residents, identifies priorities for implementation.	Businesses and Town could form a funding partnership	Encourage participation of those on Foreside email list 	LEAD: Town Staff, Town Council, Economic Development Committee PARTNERS: Foreside Business Community	1
		Responsibilities and funding are identified, Town moves forward with implementation.				

TOPIC AREA 3: ECONOMIC DEVELOPMENT

OBJECTIVE 3.2: CONTINUE TO PROMOTE ECONOMIC DEVELOPMENT IN AREAS ALREADY IDENTIFIED BY THE TOWN.						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
3.2.1. Undertake a town-wide Economic Development Study	Title 16 Land Use and Development Code for Kittery.	Consider hiring a consultant to develop a town-wide Economic Development Study to help identify what types of commercial development is most feasible in Kittery and where to target this development. Conduct in partnership with Town staff, the Economic Development Committee, local businesses, and commercial property owners.	TIF grants CIP operating funds Other grants		LEAD: Planning Department, Economic Development Committee PARTNERS: Businesses, Land Owners, Local Realtors and Brokers	1
		Consider small area plans as a follow-on activity that could help inform regulatory changes and future infrastructure needs/investments			LEAD: Economic Development Committee	
		Make changes to local zoning to adapt economic target areas and attract new private investment			LEAD: Planning Department PARTNERS: Economic Development Committee; Local Businesses	1

TOPIC AREA 3: ECONOMIC DEVELOPMENT

OBJECTIVE 3.2: CONTINUE TO PROMOTE ECONOMIC DEVELOPMENT IN AREAS ALREADY IDENTIFIED BY THE TOWN.						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
3.2.2. Establish resources to continually update the Kittery Economic Development Opportunities website with fresh content and up to date contact information for Town staff.	Existing Economic Development Opportunities website	Continue to regularly update the website with new listings, town events, and promotional material. This website should also include a marketing page for specific properties in Town that are available for lease, sale, or new development.	Town funded Merchant supported (e.g. Business of the month highlighted on page)		LEAD: Town Manager, Planning Department, Economic Development Committee	1
		Add a page that highlights commercial space for lease, for sale, or properties available for new development				

TOPIC AREA 3: ECONOMIC DEVELOPMENT

OBJECTIVE 3.2: CONTINUE TO PROMOTE ECONOMIC DEVELOPMENT IN AREAS ALREADY IDENTIFIED BY THE TOWN.						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Establish resources to continually update the Kittery Economic Development Opportunities website with fresh content and up to date contact information for Town staff, continued	York County Chamber of Commerce. Kittery Economic Development Committee and Website.	Evaluate the need for a full-time or part-time position and identify funding for someone to work with the Planning Department to serve as a liaison to the business community	Town Funding		LEAD: Town Council, Town Manager	2
3.2.3. Consider the benefits of hiring an economic development staff person or other strategy to accomplish objective	Greater York Chamber of Commerce Kittery Economic Development Committee and website	Evaluate the need for a full-time or part-time position and identify funding for a staff member to work with the Planning Department and serve as a liaison to the business community	Town Funding		LEAD: Town Council, Town Manager PARTNERS: Businesses, Economic Development Committee	2

TOPIC AREA 3: ECONOMIC DEVELOPMENT

OBJECTIVE 3.2: CONTINUE TO PROMOTE ECONOMIC DEVELOPMENT IN AREAS ALREADY IDENTIFIED BY THE TOWN.						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
3.2.4. Continue to explore possibility of state legislation that would allow municipalities additional taxing options		Discuss options including the municipality's ability to retain a portion of the State sales tax collected by businesses in the community or to impose a local sales tax option to be retained by the municipality to help mitigate impacts.			LEAD: Town Council, Town Manager, Legislative Delegation PARTNERS: Businesses, Economic Development Committee	2
3.2.5. Consider and explore redevelopment options for the Water District parcel.	Water District parcel	Continue to discuss redevelopment options with the Water District and interested developers			LEAD: Town Manager PARTNERS: Water District	2

TOPIC AREA 3: ECONOMIC DEVELOPMENT

OBJECTIVE 3.3: DEVELOP GUIDELINES FOR THE FUTURE REDEVELOPMENT OF THE ROUTE 1 CORRIDOR* INTO A MIXED-USE, PEDESTRIAN-ORIENTED AREA.						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
3.3.1. Engage property owners and businesses in a process to explore mutually beneficial options for the potential future redevelopment of the area					LEAD: Planning Board, Planning Staff PARTNERS: Property Owners, Businesses, Regional Planning Commission, Consultants, Economic Development Committee	1
3.3.2. Evaluate through planning and market analyses, the range of options for the area that includes the Route 1 Outlet Mall that would help set the stage for future regulatory change and possible infrastructure investments.		Draft a scope of work for planning, market analysis, and transportation engineering services to reenvision the Route 1 area	Town Funding, Regional Planning Commission Grants/ Assistance		LEAD: Planning Board, Planning Staff PARTNERS: Property Owners, Businesses, Regional Planning Commission, Consultants, Economic Development Committee	1
		Allow recommendations to drive any zoning changes and infrastructure investments				

*Route 1 corridor includes the outlet malls and the Route 1 Bypass

TOPIC AREA 3: ECONOMIC DEVELOPMENT

OBJECTIVE 3.3: DEVELOP GUIDELINES FOR THE FUTURE REDEVELOPMENT OF THE ROUTE 1 CORRIDOR* INTO A MIXED-USE, PEDESTRIAN-ORIENTED AREA.						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Evaluate through planning and market analyses, the range of options for the area that includes the Route 1 Outlet Mall that would help set the stage for future regulatory change and possible infrastructure investments, continued		Consider the formation of an overlay district or zoning changes to allow for additional land use options in the area around the Route 1 Mall.				

*Route 1 corridor includes the outlet malls and the Route 1 Bypass

TOPIC AREA 3: ECONOMIC DEVELOPMENT

OBJECTIVE 3.4: SUPPORT THE MAINTENANCE OF EXISTING JOBS AND THE CREATION OF JOBS FOR A VARIETY OF SKILL SETS AND RANGE OF SALARIES

Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
<p>3.4.1. Create a streamlined permitting process for small businesses that is easy to read and follow.</p>	<p>Title 16 Land Use and Development Code for Kittery.</p>	<p>Create a paper and online permitting guide that explains how the process works, staff/boards/committees that need to weigh in along the way, costs, timelines, and required forms and filings.</p>	<p>None Required if Completed by Staff</p>		<p>LEAD: Planning Board, Planning Staff</p> <p>PARTNERS: Property Owners, Businesses, Regional Planning Commission, Consultants, Economic Development Committee</p>	<p>1</p>
		<p>Look for ways to speed up the permitting process, particularly for small businesses.</p>				
		<p>Consider designating a staff member as a liaison to the business community. This person can be a resource for permitting, licensing, zoning, and general questions about businesses in town.</p>				

TOPIC AREA 3: ECONOMIC DEVELOPMENT

OBJECTIVE 3.4: SUPPORT THE MAINTENANCE OF EXISTING JOBS AND THE CREATION OF JOBS FOR A VARIETY OF SKILL SETS AND RANGE OF SALARIES

Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Create a streamlined permitting process for small businesses that is easy to read and follow, continued		Consider designating a Town staff person in the planning department as a small business liaison to help with permitting and to be a resource for questions.				
3.4.2. Remain flexible and nimble in unique economic development areas like the Foreside or Gourmet Alley to ensure these locations remain eclectic and interesting.	Title 16 Land Use and Development Code for Kittery.		None Required if Completed by Staff		LEAD: Planning Board, Planning Staff PARTNERS: Property Owners, Businesses	2
3.4.3. Continue to support Kittery's maritime-based industries - including fishing and lobster- by maintaining access to the working waterfront and creating innovative avenues to connect fishing to the local economy.		Engage members of the fishing industries in Kittery in a conversation about their sales program, and look for ways to connect them with local restaurants and seafood vendors. Consider encouraging connections through a Dock-to-Dish Program https://docktodish.com .			LEAD: Planning Board, Planning Staff PARTNERS: Property Owners, Businesses	2

TOPIC AREA 3: ECONOMIC DEVELOPMENT

OBJECTIVE 3.4: SUPPORT THE MAINTENANCE OF EXISTING JOBS AND THE CREATION OF JOBS FOR A VARIETY OF SKILL SETS AND RANGE OF SALARIES

Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
<p>Continue to support Kittery’s maritime-based industries - including fishing and lobster- by maintaining access to the working waterfront and creating innovative avenues to connect fishing to the local economy, continued</p>		<p>Support boat building program at Traip Academy</p>			<p>LEAD: School Department</p>	
<p>3.4.4. Work cooperatively with other York County municipalities to explore regional approaches to economic development.</p>		<p>Engage in a regional discussion with York County Chamber, SMRPC, and surrounding municipalities about the cross-promotion of sites that would support a regional approach to economic development.</p>			<p>LEAD: York Chamber, Regional Planning Commission, local municipalities</p> <p>PARTNERS: Property Owners, Businesses, Economic Development Committee</p>	<p>2</p>

TOPIC AREA 3: ECONOMIC DEVELOPMENT

OBJECTIVE 3.5: ATTRACT NEW BUSINESSES TO THE BUSINESS INDUSTRIAL PARK.						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
3.5.1. Consider engaging the services of a consultant to complete an economic/feasibility study for the Business Park area.	Kittery Comprehensive Plan could be a UNH Business school class project	Hire consultant to complete study and help inform future zoning and infrastructure decisions by helping to identify potential zoning changes and infrastructure needs as a way to maximize future tax revenue potential while minimizing impacts on adjacent neighborhoods.	Town Funding		LEAD: Planning Department, Economic Development Committee PARTNERS: Property Owners/Developers in the IBP	1
		Discuss with University of Maine				
3.5.2. Continue to engage in targeted outreach to identified business and industry sectors marketing Kittery's economic development areas.	Greater York County Chamber of Commerce. Kittery Economic Development Committee and Website.	Routine maintenance and upkeep of the EDC website	Town Funding, Volunteer Time, Resources from the York Chamber.		LEAD: Planning Department, Economic Development Committee PARTNERS: Property Owners/Developers in the IBP	1

TOPIC AREA 3: ECONOMIC DEVELOPMENT

OBJECTIVE 3.5: ATTRACT NEW BUSINESSES TO THE BUSINESS INDUSTRIAL PARK.						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Continue to engage in targeted outreach to identified business and industry sectors marketing Kittery’s economic development areas, continued		Identify conferences or showcases to attend to promote land and spaces available in Kittery				
		Identify similar businesses or industry partners who may have insights on what businesses in those sectors are looking for in terms of amenities, infrastructure, costs/revenues, workforce characteristics, etc.				
		Talk with brokers and real estate agents about marketing property in Kittery				
		Work with land owners to actively market properties through websites and brokers				

TOPIC AREA 4: HOUSING

GOAL STATEMENT: to provide a range of housing types to meet the needs of individuals throughout their lifecycles and to support residents with a range of incomes.

OBJECTIVE 4.1: ATTRACT YOUNG PEOPLE AND RETAIN RESIDENTS WITH A VARIETY OF INCOMES						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
4.1.1. Undertake a housing plan		Create a scope and request for proposals to undertake a comprehensive town-wide housing plan. Plan should include an indepth analysis of housing supply, demand, and strategies to encourage a variety of housing types and price points	Municipal Funds, or Request to Regional Planning Commission		LEAD: Planning Board, Planning Department PARTNERS: Town Manager	1
		Explore possibility of local regional planning commission undertaking the study on behalf of the town				
		Create and implement prioritized list of strategies for housing				
4.1.2. Create a housing committee or housing trust	Look to other towns in the area that have housing committees or housing trusts.	Create a Housing Committee or Housing Trust to oversee the implementation of the housing plan	None Required		LEADS: Town Council, Town Manager, Planning Department	1

TOPIC AREA 4: HOUSING

OBJECTIVE 4.1: ATTRACT YOUNG PEOPLE AND RETAIN RESIDENTS WITH A VARIETY OF INCOMES						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
4.1.3. Adopt inclusionary zoning as a way to create more affordable housing in Kittery	Title 16 Land Use and Development Code for Kittery.	Research existing successful inclusionary zoning policies in Maine	None Required if Completed by Staff	See Strategy 4.1.2 on the creation of a housing committee.	Town Council, Planning Board, Planning Department	1
		Create a working group to help shape Kittery's inclusionary zoning policy. Group should include local housing developers				
		Create a working group to help shape policy. Group should include input from local housing developers				
		Adopt an inclusionary zoning policy				
4.1.4. Update zoning regulations to encourage multi-family housing where appropriate	Title 16 Land Use and Development Code for Kittery	Determine zones in which residents would support development of additional multi-family housing	None Required if Completed by Staff	See strategy 4.1.5. for financial/regulatory incentives See end notes for links to descriptions	Planning Board, Planning Department	2
		Encourage development where public utilities and existing transportation infrastructure already exist				

TOPIC AREA 4: HOUSING

OBJECTIVE 4.1: ATTRACT YOUNG PEOPLE AND RETAIN RESIDENTS WITH A VARIETY OF INCOMES						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Update zoning regulations to encourage multi-family housing where appropriate, continued		Provide property owners in the area around the Route 1 Outlet Mall with options to redevelop commercial properties with housing and/or mixed-use via an overlay district				
		Draft use and dimensional requirements that encourage multi-family and mixed-use development where appropriate				
		Change allowable uses to provide for new housing types such as tiny houses or co-housing				
4.1.5. Provide tax incentives or modified dimensional and parking standards for developers who create housing in desirable locations at a variety of price points.		Build in incentives to encourage the use of the cluster bylaw	None Required if Completed by Staff		Town Council, Planning Board, Town Manager, Assessor, Tax Collector, Planning Department	3
		Consider using the Water District site to catalyze a public/private partnership that achieves the Town's housing goals				

TOPIC AREA 4: HOUSING

OBJECTIVE 4.1: ATTRACT YOUNG PEOPLE AND RETAIN RESIDENTS WITH A VARIETY OF INCOMES						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Provide tax incentives or modified dimensional and parking standards for developers who create housing in desirable locations at a variety of price points, continued		Ease permitting fees or time lines for developers who provide housing that meets the Town's goals				
		Consider a tax incentive for developments that meet the Town's housing goals				
		Use inclusionary zoning fees (if any are generated) to help subsidize affordable units in existing or new development				
4.1.6. Work with area employers to set up a volunteer or paid housing program where employees on a J-1 visa can stay with Kittery residents		Develop an online program that can match housing opportunities with existing Kittery residents to the needs of short-term employees. The Town should work with employers to determine level of need and timeframe	Volunteer or Paid by the Employer.		LEAD: Area Employers, Town Manager PARTNERS: Planning Staff, Kittery Residents	2

TOPIC AREA 4: HOUSING

OBJECTIVE 4.2: SUPPORT ELDERLY RESIDENTS' ABILITY TO AGE IN PLACE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
4.2.1. Create a tax incentive program to lower property taxes for senior residents.		Create a program similar to a circuit breaker, senior work-off program, or Property Tax Fairness Credit	None Required if Completed by Staff	Program is envisioned to help lower property taxes for seniors through an abatement or a volunteer work-off program	LEAD: Town Council	2
4.2.2. Update zoning regulations to allow for different housing types that meet the needs of today's senior residents	Title 16 Land Use and Development Code for Kittery.	Update zoning to allow for new housing types such as co-housing or tiny houses	None Required if Completed by Staff		LEAD: Planning Board, Planning Department	1
		Explicitly note under allowable uses by zoning districts where assisted living is allowed and encouraged				
		Relax the regulatory standards for accessory dwelling units such that a new accessory structure could be constructed to provide alternative housing types in Kittery				

TOPIC AREA 4: HOUSING

OBJECTIVE 4.2: SUPPORT ELDERLY RESIDENTS' ABILITY TO AGE IN PLACE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
4.2.3. Provide incentives for developers to take advantage of Kittery's cluster zoning ordinance, particularly if affordable housing is provided. This may include expedited permitting, reduced application fees, relaxed dimensional standards, relaxed parking standards where applicable	Title 16 Land Use and Development Code for Kittery	Design density bonuses for developers who utilize the cluster bylaw, particularly in locations that are served by sewers or have on-site wastewater treatment	None Required if Completed by Staff		LEAD: Planning Board, Planning Department	1
4.2.4. Ensure any new development restricted to seniors is within a safe walking distance to nearby amenities and a local public transit option	Title 16 Land Use and Development Code for Kittery	Ensure site plan review process includes a review of transportation connectivity	None Required if Completed by Staff	See Goals and Strategies from the Transportation Section of the Comprehensive Plan. 	LEAD: Planning Board, Planning Department	1
		Encourage larger-scale senior housing development to include transportation demand management solutions to increase travel options for seniors				

TOPIC AREA 4: HOUSING

OBJECTIVE 4.2: SUPPORT ELDERLY RESIDENTS' ABILITY TO AGE IN PLACE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Ensure any new development restricted to seniors is within a safe walking distance to nearby amenities and a local public transit option, continued		Encourage the integration of new senior housing options into mixed-use or housing developments in close proximity to daily needs amenities like retail, restaurants, town services, grocery stores, etc.				

TOPIC AREA 5: TRANSPORTATION

GOAL STATEMENT: To improve safety and ease of getting around town and better connect the “pieces” of Kittery. Provide alternatives to automobile travel with safe and pleasant bike accommodations and walking paths.

OBJECTIVE 5.1: ADDRESS TRAFFIC SAFETY AND CONGESTION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
5.1.1 Create a Transportation Advisory Committee	Bicycle Coalition of Maine Eastern Trail Alliance	Consider forming a Transportation Advisory Committee to identify and evaluate transportation improvements	None required initially	Transportation Advisory Committee would include a group of volunteer representatives from town departments and residents who would be appointed by the Town Council. 	LEAD(S): Town Council; and Planning Department	1
5.1.2 Identify measures to improve operations, mobility and safety	Traffic data available from MaineDOT and Kittery Area Comprehensive Transportation System (KACTS)	Continue to work with the Portsmouth Naval Shipyard to reduce traffic impacts of shipyard employees at shift changes	Town operating budget		LEAD(S): Kittery Department of Public Works; Planning Department; and Transportation Advisory Committee; PARTNER(S): Portsmouth Naval Shipyard Authority	2

TOPIC AREA 5: TRANSPORTATION

OBJECTIVE 5.1: ADDRESS TRAFFIC SAFETY AND CONGESTION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Identify measures to improve operations, mobility and safety, continued		Identify improvements to reduce congestion and improve safety at critical roadways and intersections SEE END NOTE #1			LEAD(S): Kittery Department of Public Works; Planning Department; and Transportation Advisory Committee	1
		Identify streets that need signage, such as advance warning; e.g., Route 103, wayfinding	Town operating budget		Same as above	2
		Enforce speed limits and temporary and/or permanent speed reader signs	Apply for grant funding		LEAD(S): Kittery Department of Public Works; Planning Department; and Police Department	1
		Evaluate circulation patterns and access, including one-way streets; e.g., making Walker Street a one-way pair			LEAD(S): Kittery Department of Public Works; Planning Department; and Transportation Advisory Committee	3

TOPIC AREA 5: TRANSPORTATION

OBJECTIVE 5.1: ADDRESS TRAFFIC SAFETY AND CONGESTION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Identify measures to improve operations, mobility and safety, continued		Explore coordinated improvement plan for Route 236 west of the Turnpike			Same as above	3
		Review street design standards for residential subdivision and dead-end streets standards to discourage dead-end streets and cul-de-sacs which reduce connectivity and mobility in neighborhoods			Same as above	2
		Consider a program to construct turnarounds on dead end streets			Same as above	2
		Evaluate intersections for potential operations optimization, including left-turn signals and signal timing and phasing improvements			Same as above	1

TOPIC AREA 5: TRANSPORTATION

OBJECTIVE 5.1: ADDRESS TRAFFIC SAFETY AND CONGESTION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Identify measures to improve operations, mobility and safety, continued		Improve roadway destination signage to I-95 on Route 236 Traffic Circle	MaineDOT		LEAD(S): MaineDOT	1
		Adopt an ordinance or regulation for reviewing traffic movement permits that is consistent with the policy and purpose of Title 23 M.R.S.A. §704-A. Traffic Movement Permit			LEAD(S): Planning Department; and Transportation Advisory Committee PARTNER(S): MaineDOT	2
	Kittery Area Comprehensive Transportation System (KACTS)	Continue to support the regional transportation planning process			LEAD(S): Planning Department PARTNER(S): MaineDOT; and KACTS	1
5.1.3 Maintain public roadways, sidewalks, bike paths and trails	Kittery Road Surface Management System	Continue to operate and fund the Road Surface Management System and expand the program to include sidewalks, bike paths and trails	Department of Public Works operating budget		LEAD(S): Department of Public Works	1

TOPIC AREA 5: TRANSPORTATION

OBJECTIVE 5.1: ADDRESS TRAFFIC SAFETY AND CONGESTION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Maintain public roadways, sidewalks, bike paths and trails, continued		Consider feasibility of adding more roads to "scenic road" designations to protect views		Also see Strategy 1.1.6 of Topic Area 1: Historic & Cultural Resources	<p>LEAD(S): Newly-formed Kittery Historic Preservation Commission</p> <p>PARTNER(S): Individual owners of historic properties; Kittery Historical and Naval Museum/Society; Planning Board; Kittery Park and Recreation Commission; and Maine Historic Preservation Commission</p>	2
		Investigate designation of Route 103 as scenic byway			Same as above	3
		Develop an annual plan to repaint and/or restripe pavement markings for traffic, pedestrians and bicycles	Department of Public Works operating budget		<p>LEAD(S): Department of Public Works</p>	2

TOPIC AREA 5: TRANSPORTATION

OBJECTIVE 5.1: ADDRESS TRAFFIC SAFETY AND CONGESTION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Maintain public roadways, sidewalks, bike paths and trails, continued		Continue and expand Kittery Adopt-A-Road Program to promote cleanliness of roads or sections in the Town and traffic islands.			LEAD(S): Department of Public Works; and Planning Department	2
		Develop a Complete Streets Policy (SEE END NOTE #2) to accommodate all modes of transportation and make streets attractive and safe which would encourage more pedestrian and biking activities.			LEAD(S): Transportation Advisory Committee; and Kittery Department of Public Works PARTNER(S): Planning Department	1
		Maintain and routinely service street lights to create a safe environment at night; e.g. on the Badgers Island Bridge and Badgers Island (SEE END NOTE #9)			LEAD(S): Kittery Department of Public Works	1

TOPIC AREA 5: TRANSPORTATION

OBJECTIVE 5.2: MAKE WALKING AND BIKING SAFE AND PLEASANT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
5.2.1 Improve pedestrian and bicycle facilities by providing sidewalks, walking trails and bike paths	DPW existing Kittery Sidewalks Condition Report prepared in 1999 for previous Comprehensive Plan Title 16 Land Use and Development Code of Town of Kittery	Identify roads and key destinations where sidewalks and bike paths are needed or are incomplete; e.g., complete sidewalk on Walker Street; evaluate feasibility of sidewalk on Love Lane to provide safe pedestrian access SEE END NOTE #3	America Walks and the Every Body Walk! Collaborative's micro grant program SEE END NOTE #4	See Strategy 5.1.1 for Transportation Advisory Committee	LEAD(S): Kittery Department of Public Works and Planning Department PARTNER(S): Transportation Advisory Committee and Public Schools	1
		Consider providing sidewalk between Kittery and Kittery Point and providing bicycle accommodations in Kittery, Kittery Point and Gerrish Island	Department of Public Works operating budget and grant funding Maine Downtown program provides grants for "downtown" areas (like Foreside)	Not feasible to install sidewalk on Route 103 for its entirety	LEAD(S): Kittery Department of Public Works and Planning Department PARTNER(S): Transportation Advisory Committee	1

TOPIC AREA 5: TRANSPORTATION

OBJECTIVE 5.2: MAKE WALKING AND BIKING SAFE AND PLEASANT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
<p>Improve pedestrian and bicycle facilities by providing and developing sidewalks, walking trails and bike paths, continued</p>		<p>Consider providing safe pedestrian walkways or bike paths/lanes between Kittery destinations and potential future parking areas</p>	<p>Department of Public Works operating budget and grant funding</p>	<p>Also see Strategy 2.2.1 of Topic Area 2: Natural Resources and Recreation</p>	<p>LEAD(S): Kittery Department of Public Works and Planning Department</p> <p>PARTNER(S): Transportation Advisory Committee; Public Schools; Kittery Park and Recreation Commission; and Local business owners</p>	<p>1</p>
		<p>Consider improving and providing increased opportunities for bicycling in Kittery Point and on streets such as Route 103, Rogers Road, Haley Road, and Route 236</p>			<p>Same as above</p>	<p>1</p>

TOPIC AREA 5: TRANSPORTATION

OBJECTIVE 5.2: MAKE WALKING AND BIKING SAFE AND PLEASANT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Improve pedestrian and bicycle facilities by providing and developing sidewalks, walking trails and bike paths, continued		Evaluate opportunities for providing bike accommodations on roads including bike lanes, wide shoulders and "Share the Road" signs. Some potential streets include Route 103, Route 236 and Haley Road	Department of Public Works operating budget and grant funding		Same as above	1
		Develop a sidewalk and pedestrian plan, including updating the existing Sidewalk Condition Report ; conducting an inventory to identify existing conditions and gaps in the pedestrian network; and identifying opportunities for new trails			LEAD(S): Kittery Department of Public Works and Planning Department	1

TOPIC AREA 5: TRANSPORTATION

OBJECTIVE 5.2: MAKE WALKING AND BIKING SAFE AND PLEASANT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Improve pedestrian and bicycle facilities by providing and developing sidewalks, walking trails and bike paths, continued		Work with schools, Community Center and Town departments to prioritize sidewalk projects on town-owned facilities and recreational areas			<p>LEAD(S): Kittery Department of Public Works and Planning Department</p> <p>PARTNER(S): Transportation Advisory Committee; Public Schools; Town departments</p>	1
		Consider implementing a pilot program to close Foreside roadways to vehicle traffic for a Sunday once a month during summer	Town operating budget		<p>LEAD(S): Kittery Department of Public Works and Planning Department</p> <p>PARTNER(S): Transportation Advisory Committee; and Local business owners</p>	3

TOPIC AREA 5: TRANSPORTATION

OBJECTIVE 5.2: MAKE WALKING AND BIKING SAFE AND PLEASANT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Improve pedestrian and bicycle facilities by providing and developing sidewalks, walking trails and bike paths, continued		Identify intersections that need pedestrian facilities, including pedestrian signals, crosswalks and handicap ramps; for e.g., provide crosswalk/s along with pedestrian activated flashing lights at the intersection of Government Street and Prince Avenue	Department of Public Works operating budget and MaineDOT		LEAD(S): Kittery Department of Public Works and Planning Department	1
		Consider providing pedestrian amenities; e.g., benches, shade trees and lighting	Grant funding		Same as above	2
5.2.2 Update <i>Land Use and Development Code</i> of Town of Kittery to include standards for bicycle accommodations	<i>Title 16 Land Use and Development Code</i> of Town of Kittery	Review the "Design and Construction Standards for Streets and Pedestrian Ways" in the <i>Land Use and Development Code</i> of Kittery to include standards for bicycle accommodations			LEAD(S): Town Council and Planning Department	2

TOPIC AREA 5: TRANSPORTATION

OBJECTIVE 5.2: MAKE WALKING AND BIKING SAFE AND PLEASANT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
5.2.3 Develop Complete Streets Policy		Develop Complete Streets Policy (SEE END NOTE #2) to accommodate all modes of transportation and make streets attractive and safe which would encourage more pedestrian and biking activities.			LEAD(S): Transportation Advisory Committee; and Kittery Department of Public Works PARTNER(S): Planning Department	1
		Complete planned sidewalk projects such as the Whipple Road Sidewalk project	Department of Public Works		LEAD(S): Kittery Department of Public Works	1
5.2.4 Promote pedestrian and bicycle education	Healthy Places for Healthy People (Environmental Protection Agency's (EPA) Smart Growth Technical Assistance Program) SEE END NOTE #5	Town (to be formed Transportation Advisory Committee) to promote Walker's Education, e.g. walk facing the traffic, walk on left side of the road etc.			LEAD(S): Kittery Department of Public Works and Planning Department PARTNER(S): Transportation Advisory Committee and Public Schools	1

TOPIC AREA 5: TRANSPORTATION

OBJECTIVE 5.2: MAKE WALKING AND BIKING SAFE AND PLEASANT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Promote pedestrian and bicycle education, continued		Consider providing bicycle education program for public, including both children and adults, e.g. ride on right side of the road etc.	Bicycle Coalition of Maine	Bicycle Coalition of Maine is a resource that will be providing education regarding bicycle safety and etiquette in all schools in the state and in driver's education classes	LEAD(S): Bicycle Coalition of Maine; and Public Schools	1
		Require event organizers during bicycle events in Kittery to 1) distribute "Be Courteous" handouts with rules for acceptable bicyclist behavior and 2) place people at narrower portions of the road SEE END NOTE #6	Bicycle Coalition of Maine		LEAD(S): Planning Department PARTNER(S): Bicycle Coalition of Maine; and Event organizers	2

TOPIC AREA 5: TRANSPORTATION

OBJECTIVE 5.3: EXPLORE WAYS OF PROVIDING NON-VEHICULAR MODES OF TRANSPORTATION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
5.3.1 Improve transit service and connections	COAST bus service York County Community Action Corporation (YCCAC) "Local Rides" transit service	Conduct a cost-benefit analysis to evaluate the potential for a town-wide shuttle service . <ul style="list-style-type: none"> • Identify purpose and need for a shuttle bus to provide town-wide service and include stops to connect to other towns. • Consider providing shuttle service on main routes, such as Rt. 1, Rt. 103 and Rt. 236. • Consider providing shuttle bus service to mall outlets • Evaluate feasibility of electric buses or trolleys 	Town, COAST, YCCAC and State	See Strategy 5.1.1 for Transportation Advisory Committee	LEAD(S): Planning Department PARTNER(S): Transportation Advisory Committee; and Portsmouth Naval Shipyard	1
		Consider partnering with COAST to extend routes in Kittery and provide weekend service	COAST		LEAD(S): Planning Department PARTNER(S): Transportation Advisory Committee; and COAST	1

TOPIC AREA 5: TRANSPORTATION

OBJECTIVE 5.3: EXPLORE WAYS OF PROVIDING NON-VEHICULAR MODES OF TRANSPORTATION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Improve transit service and connections, continued		Coordinate with Portsmouth Naval Shipyard about expanding shuttle buses for Navy Shipyard workers	PNSY		LEAD(S): Planning Department PARTNER(S): Transportation Advisory Committee; and Portsmouth Naval Shipyard	1
		Review current paratransit service for adequacy of providing service for the elderly, disabled, and low income populations	KACTS		LEAD(S): Planning Department PARTNER(S): York County Community Action Corporation (YCCAC)	3
5.3.2 Promote alternative modes of transportation	Go Maine (Maine's statewide commuter service	Evaluate potential for car-sharing opportunities such as Zipcar			LEAD(S): Planning Department PARTNER(S): MaineDOT and KACTS	1

TOPIC AREA 5: TRANSPORTATION

OBJECTIVE 5.3: EXPLORE WAYS OF PROVIDING NON-VEHICULAR MODES OF TRANSPORTATION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Promote alternative modes of transportation, continued	State of Maine's van service to York County, Kittery Community Center's van service	Explore opportunities for expanding existing van services	MaineDOT		LEAD(S): Planning Department PARTNER(S): MaineDOT and Kittery Community Center	3
5.3.3 Consider bike sharing alternatives		Consider designating areas for "bike sharing" service such as Hubway		Also see Strategy 5.2.1	LEAD(S): Planning Department PARTNER(S): Transportation Advisory Committee	1
5.3.4 Consider boat taxis	Town of Kittery Port Authority Rules and Regulations	Consider providing boat taxis to Portsmouth and recreational areas	Private		LEAD(S): Private company	3

TOPIC AREA 5: TRANSPORTATION

OBJECTIVE 5.3: EXPLORE WAYS OF PROVIDING NON-VEHICULAR MODES OF TRANSPORTATION						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
5.3.5 Promote sustainable green transportation practices		Evaluate potential for providing electric car charging stations, including public-private partnerships			LEAD(S): Planning Department PARTNER(S): Department of Public Works; Chamber of Commerce; and Private businesses	1

TOPIC AREA 5: TRANSPORTATION

OBJECTIVE 5.4: EXPLORE WAYS OF INCREASING PARKING OPTIONS						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
5.4.1 Evaluate town-wide current parking conditions and parking policies	<p>Title 16 Land Use and Development Code of Town of Kittery. Recodified on July 26, 2010 and latest amendment made on October 26, 2015</p> <p>The Foreside Forums (Listening Sessions on the Future of Kittery Foreside, 2014)</p>	<p>Develop a town-wide Parking Management Plan to evaluate parking supply, demand and utilization in Downtown Kittery and commercial areas; e.g., Foreside, Kittery Point, and develop strategies to improve operations and reduce impacts on local residential streets.</p> <p>SEE END NOTE #7</p>	Town and State	The Town is conducting a new parking study in November 2016.	<p>LEAD(S): Town Council; and Planning Department</p> <p>PARTNER(S): Local business owners; Portsmouth Naval Shipyard; and Local residents</p>	1
		Review current on-street and off-street parking regulations and policies and revise to meet development strategies			<p>LEAD(S): Town Council; and Planning Department</p>	1
		Evaluate parking supply and demand and increase enforcement of parking regulations in Seapoint Beach area and Fort Foster			<p>LEAD(S): Planning Department; and Police Department</p>	2

TOPIC AREA 5: TRANSPORTATION

OBJECTIVE 5.4: EXPLORE WAYS OF INCREASING PARKING OPTIONS						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Evaluate town-wide current parking conditions and parking policies, continued		Identify ways for better management of existing parking spaces; e.g., consider off-site remote parking for employees			LEAD(S): Planning Department PARTNER(S): Local business owners; and Portsmouth Naval Shipyard	1
		Consider locations for central and satellite parking facilities to serve the Portsmouth Naval Shipyard and Foreside			LEAD(S): Planning Department PARTNER(S): Portsmouth Naval Shipyard	1
5.4.2 Maximize parking efficiency and explore shared parking opportunities		Consider designating some off-street spaces for shared-use (Rice Building parking) and shared vehicle (Zip Car) use SEE END NOTE #8	Department of Public Works		LEAD(S): Planning Department PARTNER(S): Transportation Advisory Committee; and Local business owners	1

TOPIC AREA 5: TRANSPORTATION

OBJECTIVE 5.4: EXPLORE WAYS OF INCREASING PARKING OPTIONS						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Maximize parking efficiency and explore shared parking opportunities, continued		Stripe on-street parking spaces on public roadways	Department of Public Works		LEAD(S): Kittery Department of Public Works; and Planning Department	1
		Consider reverse angle parking in some areas such as Foreside			Same as above	2
		Include bike-racks in parking areas	Town operating budget or grants		Same as above	1

TOPIC AREA 5: TRANSPORTATION

END NOTES

1. Evaluate roadways and intersections including:

- End of US 1 Bypass to Intersection of US 1 Bypass & US 1 Bypass Southbound;
- End of I-95 Southbound to Intersection of Exit 1 On-Ramp from I-95 North to Dennett Road I-95 SB;
- Intersection of Entrance to Maine Outlet/Shop Center/US 1 to Entrance to Mall/ US 1/Wilson Road;
- Intersection of New State Road, Rogers Road and State Road;
- Intersection of Manson Road, Picott Road, and Wilson Road;
- Intersection of Shapleigh Road, Whipple Road, and Woodlawn Avenue;
- Intersection of Ramp off to Rogers Road southbound;
- Intersection of Manson Avenue and Shapleigh Road; and
- Intersection of State Road and Walker Street.

All recommendations with regard to specific streets should be reviewed by the Transportation Advisory Committee before being implemented.

- Intersection improvements may include optimizing and coordinating signalized intersections.
- Care should be taken especially where students are crossing to go to the schools.

2. MaineDOT Complete Streets Policy (adopted June 8, 2014) states that "The intent of this formalized policy is to help ensure that all users of Maine's transportation system - our customers - including bicyclists, pedestrians, people of all ages and abilities, transit users, and motor vehicle users, have safe and efficient access to the transportation system".

3. Sidewalks - New sidewalks should be added in context and compatible to the surroundings and adjacent land use. Items such as material type, curb type, dimensions, and alignment should be reviewed for each specific location.

4. America Walks - It is a 501(c)(3) nonprofit national organization devoted exclusively to making America a great place to walk. Together, America Walks and the Every Body Walk! Collaborative award micro grant funding up to \$1500 for projects related to increasing walking and walkability.

5. Healthy Places for Healthy People (Environmental Protection Agency's (EPA) Smart Growth Technical Assistance Program) - It is a new program to help communities partner with community health centers (including Federally Qualified Health Centers), nonprofit hospitals, and other health care facilities to create walkable, healthy, economically vibrant places. Under this program, communities will receive planning assistance to develop action plans focusing on health as an economic driver and catalyst for downtown and neighborhood revitalization.

TOPIC AREA 5: TRANSPORTATION

6. Ride Safety Reminders from the Bicycle Coalition of Maine:

- Helmet Use is required.
- This event is taking place on open roads. Other traffic will be present.
- Ride single file a safe distance from the road's edge when cars are present.
- Only pass on the left.
- Communicate with other riders. Call out "on your left" when passing and point out hazards.
- Use hand signals and verbal announcements when you are changing position or turning.
- Obey all traffic signs and signals. Stop at stop signs and lights.
- If you stop along the route, get completely off the road to make room for other riders and cars.
- Be courteous and friendly to all other road users.

7. Parking Management - Paid parking is one component of managing parking operations that also includes policies and restrictions; supply, demand, and utilization; short-term and long-term parking; signage; and enforcement.

8. Shared Parking - is a land use strategy for optimizing parking capacity by sharing parking spaces by two or more land uses based on peak parking demands. Under this strategy, separate parking spaces are not provided for individual land use thus reducing land dedicated for parking.

9. Some of the public's specific input:

- Several lights have been out for a while on the bridge to Badger's Island.
- At Government/Route 1, pedestrians get the signal to cross while the right turning lane from Government can turn on red. This results in cars that don't stop or slow down, even honking at pedestrians who have a walk signal. This intersection (and Walker/Route 1) remains dangerous for pedestrians even though there's a signal and crosswalk. There needs to be a change for car traffic so that a right turn is not permitted while the pedestrians are crossing.
- The crosswalk buttons on Walker St/Route 1 rarely function. This means that pedestrians often use the crosswalk without a signal to cross.

There is a need to provide some sort of method for the Town's residents to inform the Town of these issues/needs and that exploring an app for this purpose might be useful.

GOAL STATEMENT: To protect the town's coastline and working waterfront, and to ensure appropriate access to and enjoyment of the water, while protecting it from environmental impacts

OBJECTIVE 6.1: ENSURE APPROPRIATE ACCESS TO THE WATERFRONT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
6.1.1 Develop a public education campaign to inform boaters on navigational challenges,	NOAA Navigation Charts; Kittery Port Authority's (KPA) website info on launching sites; Local expert boaters/kayakers; Maine Department of Inland Fisheries & Wildlife Boating Education Courses	Review existing documents on navigation in Kittery area Increase safety for kayakers by having a Sign-In Book and providing a safety warning (similar to that given by the Main Island Trail Assoc.)		Use existing information to greatest extent possible; added value is in making information easily accessible and tailored to Kittery waterways 	LEAD Kittery Recreation Department PARTNERS Local boaters/Kayaking and boating clubs/Marinas and boatyards	1
		Provide information regarding safety matters such as strong currents in Piscataqua River and avoiding commercial vessels				
		Meet with local boaters to compile check information			LEAD Kittery Port Authority PARTNERS Kayaking and boating clubs and guides	1

Kittery Comprehensive Plan 2015-2025
TOPIC AREA 6: MARINE RESOURCES

OBJECTIVE 6.1: ENSURE APPROPRIATE ACCESS TO THE WATERFRONT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Develop a public education campaign to inform boaters on navigational challenges, continued		Design easy-to-understand pamphlets and posters for public education			Same as above	1
		Encourage local boaters and visitors to take boating education courses			LEAD Kittery Port Authority PARTNERS Maine Dept. of Inland Fisheries/Commercial fisherman/marina	1
6.1.2 Explore the possibilities of providing shared parking working with owners of Frisbee Store property	Deed restrictions on property that require it to be available as parking. Note: restrictions do not require it to be available as parking to the general public	Evaluate options to allow use of parking area for providing public parking		The Pepperrell Tomb is located at the rear of the lot and must be protected. Parking requirements for adjacent businesses may have to be reduced.	LEAD Kittery Town Council PARTNERS Kittery Planning Dept., Kittery Port Authority, EDC	1
		Evaluate fee purchase of property			Same as above	1

Kittery Comprehensive Plan 2015-2025
TOPIC AREA 6: MARINE RESOURCES

OBJECTIVE 6.1: ENSURE APPROPRIATE ACCESS TO THE WATERFRONT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
6.1.3 Explore opportunities for water-based tourism to Kittery	Commercial boat operators in greater Kittery/Portsmouth area	Evaluate demand, identify potential docking locations, and determine level of interest from local businesses Promote Appledore Island as part of Kittery		Government Street Wharf is publicly-owned but is predominantly used by commercial fishermen and is built to the lot line, thus there is no room for installation of ramps or floats.	LEAD Commercial boat operators and local businesses PARTNERS Economic Development Committee, Port Authority	2
6.1.4 Publish a map showing existing access points for boaters	KPA website with information on launching locations; 2014 Quality Improvement Plan for Kittery's Shore and Harbors; Maine Coastal Public Access Guide- Southern Region: South Berwick to Freeport	Compile list of locations suitable for publication, based on site access, size, adjacent land use, and water access Identify safety issues on maps		Information is readily available on sites, but a review of sites suitable for inclusion (and likely increased usage) must be performed. 	LEAD Kittery Port Authority PARTNERS Local boaters, Coast Guard, and commercial fishermen	1
		Prepare one-page document for distribution and posting on KPA and Town of Kittery websites			LEAD Kittery Port Authority PARTNER Public information staff	1

Kittery Comprehensive Plan 2015-2025
TOPIC AREA 6: MARINE RESOURCES

OBJECTIVE 6.1: ENSURE APPROPRIATE ACCESS TO THE WATERFRONT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
6.1.5 Determine whether appropriate locations exist for additional public access to water/waterfront	Town land use and zoning maps	Determine level of demand and site usage constraints.	Town budget	New sites for public access will need some level of parking, compatible adjacent land uses, and direct access to water	LEAD Kittery Planning Department PARTNER Kittery Port Authority	1
	Open space inventories	Review town land use and zoning maps for potential parcels/sites	User fees from site users		Same as above	2
		Consider giving residents lower cost to stay on the mooring list				
		Better manage existing parking				
		Explore possibility of using railroad line as a trail to connect Traip to Foreside				
		Inform and involve public		Possible grants		2

Kittery Comprehensive Plan 2015-2025
TOPIC AREA 6: MARINE RESOURCES

OBJECTIVE 6.1: ENSURE APPROPRIATE ACCESS TO THE WATERFRONT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
6.1.6 For environmentally sensitive and secluded locations like Seapoint Beach, encourage additional non-motorized visitors through installation of bike racks and bike/pedestrian paths.	Locations identified for improved bicycle/pedestrian access, as identified in Comprehensive Plan update process	Engineering/planning study of site access requirements, such as dedicated paths or “Share the Road” signage; bicycle racks for storage.	Town DPW maintenance budget for signage, “Complete Streets” programs and other transportation improvement grants.	Any site improvements should be done in context of larger bike/pedestrian access improvements throughout Kittery. For example, linking waterfront parks to commercial areas like Kittery Foreside 	LEAD Kittery Planning Department PARTNER Kittery Public Works, York County DOT, Maine DOT, Kittery Transportation Advisory Council	1
		Consider encouraging the establishment of a Chauncy Creek Watershed Assoc.				
6.1.7 Continue collaboration with Wood Island Life Saving Station (WILSSA)	Existing tenure and concession agreements with WILSA	Support WILSSA permit application for new pier and marine railway restoration at Wood Island Station	No direct cost to Kittery		LEAD Kittery Town Council PARTNER Kittery Port Authority, Wood Island Life Saving Association (WILSSA)	On-going

Kittery Comprehensive Plan 2015-2025
TOPIC AREA 6: MARINE RESOURCES

OBJECTIVE 6.1: ENSURE APPROPRIATE ACCESS TO THE WATERFRONT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Continue collaboration with Wood Island Life Saving Station (WILSSA), continued	In-progress restoration and remediation efforts at Wood Island	Existing funds obtained by WILSSA is paying for restoration and remediation			LEAD WILSSA	
6.1.8 Install signage to parking lot at Mitchell School, which is available to public in summer and on non-school days, and offers overflow parking to Pepperrell Cove		Install signage and maps for public information.	Town DPW maintenance budget for signage, “Complete Streets” programs and other transportation improvement grants.		LEAD Kittery Public Works PARTNER Kittery Planning Department, Kittery Transportation Advisory Council	1
6.1.9 Install No Wake Zones signed where needed		Evaluate locations (e.g., Hicks Rocks south of Route 103 Bridge) and determine best method of installation	Kittery Port Authority operating funds		LEAD Kittery Port Authority PARTNERS Fisheries Advisory Committee	1

Kittery Comprehensive Plan 2015-2025
TOPIC AREA 6: MARINE RESOURCES

OBJECTIVE 6.2: PROTECT WORKING WATERFRONT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
6.2.1. Continue to support Kittery's maritime-based economy including the fishing and shellfishing industry by maintaining access to the working waterfront and creating innovative avenues to better connect fishing to the local economy	List of commercial mooring holders; The Contribution of Working Waterfront to the Maine Economy (2004), Charles S. Colgan; Kittery Fisheries Advisory Committee	Conduct poll/outreach/meetings with commercial fishermen and boat operators to determine needs and challenges they face Explore innovative ways to better connect fishing to the local economy (e.g. Dock to Dish programs)			LEAD Kittery Port Authority PARTNERS Kittery Economic Development committee, Fisheries Advisory Committee, commercial boaters and fishermen, shore facility operators (marinas, etc.)	1
6.2.2 Identify any needed improvements or operational changes to Government Street Wharf	2014 <i>Quality Improvement Plan for Kittery's Shore and Harbors</i> contains a physical condition assessment of the pier	Discuss with commercial users of the pier to identify operating constraints and identify any engineering requirements for expansion (if needed)		Any modifications would need to be done so as to avoid disruptions to commercial users. The wharf is built to the limits of the lot line.	LEAD Kittery Port Authority PARTNERS Pier users, Kittery Public Works	1

Kittery Comprehensive Plan 2015-2025
TOPIC AREA 6: MARINE RESOURCES

OBJECTIVE 6.2: PROTECT WORKING WATERFRONT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
6.2.3 Identify whether additional shoreside facilities would benefit marine-based industries	2014 Quality Improvement Plan for Kittery's Shore and Harbors	Conduct poll/outreach/meetings with commercial fishermen and boat operators to determine need			LEAD Kittery Port Authority PARTNERS Fisheries Advisory Committee, other commercial boat operators and shore facility operators	2
6.2.4 Evaluate whether any additional land areas should be categorized as Commercial Fisheries/Maritime Uses (OZ-CFMU) zoning.	Kittery Zoning Map Kittery Town Land Use and Development Code	Conduct poll/outreach/meetings with commercial fishermen and boat operators to determine need, and review zoning of candidate locations and suitability		Add clarifying language to this zoning description to state that on-site boat storage is explicitly allowed in this zone.	LEAD Kittery Planning Department PARTNERS Fisheries Advisory Committee, other commercial boat operators and shore facility operators	2

Kittery Comprehensive Plan 2015-2025
TOPIC AREA 6: MARINE RESOURCES

OBJECTIVE 6.2: PROTECT WORKING WATERFRONT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
6.2.5. Consider conducting a dredging study to assess the costs, benefits, and options taking into consideration the potential environmental impacts.	NOAA navigational chart for Kittery area; Authorized depths for specific locations, such as Pepperrell Cove University of NH has surveyed the environment FNP: Federal Navigation Project of Pepperill Cove	Conduct poll/outreach/meetings with commercial fishermen and boat operators to identify areas where navigation is difficult or impossible due to shallow depths SEE END NOTES	Dredging is typically cost-shared between Federal and non-Federal (State and local) parties		LEAD Kittery Port Authority, University of New Hampshire Amry Corps of Engineers PARTNERS Fisheries Advisory Committee, other commercial boat operators and shore facility operators	3
		Coordinate with USACE dredging program			LEAD Kittery Port Authority PARTNERS Town Council, USACE New England District	3
6.2.6 Develop a self-guided tour of the working waterfront		Identify and map points of interest; prepare descriptive text for a brochure and/or signage. The goal of the tour would be for visitors and residents to learn more of its history and present-day role in Kittery.			LEAD Kittery Planning Department PARTNERS Kittery Port Authority, Fisheries Advisory Committee	1

Kittery Comprehensive Plan 2015-2025
TOPIC AREA 6: MARINE RESOURCES

OBJECTIVE 6.2: PROTECT WORKING WATERFRONT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
6.2.7 Provide information about the State of Maine's Working Waterfront Access Pilot Program and current use taxation program to owners of waterfront land uses to provide access to or support the conduct of commercial fishing activities	State of Maine Working Waterfront Access Pilot Program		Financial grants up to 50% of the acquisition costs for the property are available to private businesses, cooperatives, municipalities, organizations qualified to hold conservation easements under Maine law, or other qualified organizations for projects that will provide permanent access use by commercial fisheries businesses.	SEE END NOTES		1

Kittery Comprehensive Plan 2015-2025
TOPIC AREA 6: MARINE RESOURCES

OBJECTIVE 6.3: PROTECT MARINE RESOURCES						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
6.3.1. Update the Harbor Management Plan		Develop Strategic Plan and support its implementation			LEAD: Port Authority, Harbormaster	1
6.3.2 Education and advocacy effort to increase awareness in residents and business owners on effects of pollutants, pesticides, and stormwater runoff	Town of Kittery annual water quality monitoring programs; State of Maine water quality monitoring programs	Prepare easy-to-read materials that summarize Kittery's water quality challenges, and the effects of pollutants and pesticides. Distribute to property and business owners, and post on municipal website.	Town budget	Effort should include focus groups of residents and property owners 	LEAD Kittery Shoreland Resource Officer PARTNERS Kittery Planning Department, Building Department, Dept. of Public Works, Southern Maine Planning and Development Commission (SMPDC)	1
6.3.3 Evaluation of a Town Code regarding use of pesticides and herbicides with chemicals, in waterfront areas	Town of Kittery annual water quality monitoring programs; State of Maine water quality monitoring programs See area towns for models	Evaluate future impacts of "build-out" development using existing zoning and chemical use		Evaluate whether ordinance should apply Town-wide to achieve greatest reduction in pollutant inflows (both residential and commercial)	LEAD Kittery Town Council PARTNERS Code Enforcement/Kittery Shoreland Resource Officer, Planning Department	1

Kittery Comprehensive Plan 2015-2025
TOPIC AREA 6: MARINE RESOURCES

OBJECTIVE 6.3: PROTECT MARINE RESOURCES						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Evaluation of a Town Code regarding use of pesticides and herbicides with chemicals, in waterfront areas, continued		Literature review of existing ordinances in other communities			LEAD Kittery Shoreland Resource Officer PARTNER Planning Department	1
6.3.4 Work with Portsmouth Naval Shipyard (PNS) to identify and reduce effects of flooding on facility, and to reduce pollutant outflows	FEMA Flood Insurance Rate Maps (in preparation); EPA remediation studies and mitigation plans; Union of Concerned Scientists (UCS) report (“The U.S. Military on the Front Lines of Rising Seas”)	Establish a working partnership with Shipyard and conduct site-specific identification of areas that would be flooded more frequently under future scenarios		UCS report notes that under highest sea level rise projections, more than a quarter of PNS would become part of tidal zones, effectively experiencing daily flooding	LEAD Town Council PARTNERS Kittery Shoreland Resource Officer, Planning Department, Portsmouth Naval Shipyard	2
6.3.5. Identify a suitable site for storage of floats during storms and update Storm Preparedness Plan accordingly	Existing Town Storm Preparedness Plan; Local knowledge of area waterways and shore locations	Determine needed storage capacity, whether on shore or in a protected waterbody	Kittery Port Authority budget and Department of Public Works budget	Removal of floats will require a phased plan (similar to Town’s Storm Preparedness Plan) 	LEAD Kittery Port Authority and Harbor Master PARTNER Dept. of Public Works	1

Kittery Comprehensive Plan 2015-2025
TOPIC AREA 6: MARINE RESOURCES

OBJECTIVE 6.3: PROTECT MARINE RESOURCES						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
6.3.6 Evaluate feasibility/location for a boat waste pumpout facility	State of Maine Pumpout Boat, which requires an appointment and has to cover a large service area	Forecast demand (number of users and volume of waste) Explore options (note: a facility is under construction at Kittery Point Yacht Yard, expected to open spring 2017)	Kittery Port Authority	Existing pumpout boat service does not operate 24 hours a day, and was out of service for much of summer 2015.	LEAD Kittery Port Authority PARTNER Department of Public Works, Solid Waste Facility staff	1
		Identify locations and evaluate for engineering feasibility and necessary utility connections or disposal methods.	User fees	Priority is for locations with connection to municipal sewer system (such as Government Street Wharf). Pepperell Cove does not have a connection to municipal system.	Same as above	1
		Establish operating rules and fee schedule	Pumpout Grants (administered by Maine DEP and funded by US Fish and Wildlife Service with additional funding from Clean Vessel Act Grant Program (CVA).		Same as above	1

Kittery Comprehensive Plan 2015-2025
TOPIC AREA 6: MARINE RESOURCES

OBJECTIVE 6.3: PROTECT MARINE RESOURCES						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
6.3.7. Encourage owners of marine businesses and industries to participate in clean marina/boatyard programs		Assist participants in implementing best management practices through on-site and distance technical assistance		A voluntary designation program with a proactive approach to environmental stewardship	LEAD: Port Authority, Harbormaster	2
6.3.8. Work with local property owners, land trusts and others to protect major points of physical and visual access to coastal waters		Identify high value scenic views of the water and designate them for protection through proactive development regulations. Consider regulating fence heights		especially along public ways and in public parks	LEAD: Port Authority, Harbormaster	2

End Notes

1. Potential funding sources for improvements to marine resources were identified in the 2014 Quality Improvement Plan for Kittery's Shore and Harbors. Potential sources include:
 - Shore and Harbor Grants
 - Community Development Block Grants
 - User Fees
 - Tax Increment Financing
 - Maine Department of Environmental Protection (DEP) Pump Out Grant Program
 - Maine Department of Marine Resources (DMR) Waterfront Access Protection Program
 - Public/Private Collaboration
 - Other Miscellaneous State Funding Programs

2. Strategies 6.1.4 and 6.1.5.: The Town of Kittery will use discretion in deciding which specific public access locations are to be included in lists and maps for public usage. Criteria for inclusion include availability of automobile parking, level of environmental sensitivity of the site, and adjacent land uses. Some sites may be accessible by pedestrians or bicyclists only, which will be noted.

The *Maine Coastal Public Access Guide, Southern Region: South Berwick to Freeport* (Noordyk, Julia, ed. Maine: Maine Coastal Program, Maine Department of Agriculture, Conservation and Forestry, 2013) includes useful disclaimer language that may be applicable to Kittery's list and maps, such as:

“The *Guide* is not inclusive of all public access on the Maine Coast:

- Island sites reachable only by private boat were not included.
- Areas not yet ready for visitation, such as those without trails, were excluded.
- Based on recommendations from land managers, some sites containing very sensitive ecological features, prone to damage by heavy visitation, were not included.”

The *Guide* also includes useful instructions to visitors to public areas to help ensure maintenance of environmental quality (see the “Good Visitor” Guidelines, *Respect Private Property*, *Abide by Rules and Guidelines*, and *Protect Ecologically Sensitive Areas*, which may be useful for Kittery's documents.

3. Strategy 6.2.5. Consider dredging study: Foremost would be an evaluation of Pepperrell Cove, which has significant sedimentation. However, careful assessment must be made for any dredging activity is done. In many areas of the Piscataqua River, silt covers sediments containing heavy metals such as mercury and arsenic that were used in the tanning industry on upstream tributaries. Exposing these pollutants
4. Strategy 6.3.3: In addition to the climate adaptation plans for Wells and Eliot, ME, and Portsmouth, NH, the plan “Preparing New Hampshire for Projected Storm Surge, Sea-Level Rise, and Extreme Precipitation”, prepared by the New Hampshire Coastal Risks and Hazard Commission (2016), is a useful reference and example.

State of Maine's Working Waterfront Access Pilot Program

The Maine Working Waterfront Access Pilot Program is aimed at protecting waterfront land with the facilities, capacity, and services needed to support commercial fisheries businesses. Commercial fisheries businesses are defined as enterprises directly or indirectly concerned with the commercial harvest of wild or aquacultured fish or shellfish, including commercial fishermen, aquaculturist, fishermen’s cooperatives, municipalities, owners of private piers, and businesses providing direct services to commercial fishermen and aquaculturists.

<http://www.seagrant.umaine.edu/files/pdf-global/o6MWRcd/o6MWR25.pdf>

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES, AND FISCAL CAPACITY

GOAL STATEMENT: To improve town governance and provide adequate public facilities and services; increase fiscal capacity responsibly

OBJECTIVE 7.1: IMPROVE TOWN GOVERNANCE AND ITS ABILITY TO ADAPT TO CHANGE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
7.1.1 Ensure that planning and management processes are open, informative, inclusive, respectful and welcoming	Town Website Cable TV	Increase transparency of decision-making by ensuring that information dissemination is clear, timely, and in layman's language	no cost		LEAD: Town Manager Town Council	1
		Establish twice yearly training workshops for all Town staff				ON-GOING
		Promote Code of Ethics				ON-GOING
7.1.2. Increase engagement and access to government		Establish and sustain community engagement channels and regularly solicit citizen opinion; include youth	no cost		LEAD: Town Manager Town Council	ON-GOING
7.1.3. Improve and increase communication		Increase and improve communication with Town residents (e.g. use a variety of ways, including social media, local cable, revamping the Town's website, etc.). SEE END NOTE 7.1.3. A	no cost		LEAD: Town Manager Town Council	ON-GOING

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES, AND FISCAL CAPACITY

OBJECTIVE 7.1: IMPROVE TOWN GOVERNANCE AND ITS ABILITY TO ADAPT TO CHANGE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Improve and increase communication, continued		Explore the use of communication technologies to increase the communication between residents and Town government. SEE END NOTE 7.1.3.B.			LEAD: Town Manager PARTNERS: All Department Heads	2
		Consider developing a Communications Plan SEE END NOTE 7.1.3.C.	no cost		LEAD: Town Manager	2
		Improve internet access (encourage the provision of additional options for higher speed connection)	no cost		LEAD:	
		Consolidate existing information into a Town Calendar of Events			LEAD:	2
		Increase use of cable TV for dissemination of information	no cost		PARTNER: Cable TV	ON-GOING

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES, AND FISCAL CAPACITY

OBJECTIVE 7.1: IMPROVE TOWN GOVERNANCE AND ITS ABILITY TO ADAPT TO CHANGE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
7.1.4. Support the Implementation of the Comprehensive Plan goals	Comprehensive Planning process	Establish a process for monitoring progress, reporting out to the community and establishing milestones.	no cost		LEAD: Town Manager Town Council PARTNERS: All Town Departments, Boards and Committees	1
		Revise Town Code so that it aligns with the Comprehensive Plan and is clear and easy to use.		See Also: Topic Area 8: Land Use	LEAD: Town Council, Planning Board PARTNERS: Town Planner	1
7.1.5. Look for additional funding sources to support implementation		Consider hiring a full-time professional grant writer to capture available funds		Also SEE 7.4 Maintain and Increase Fiscal Capacity	LEAD: Town Manager, Town Council Grantwriter	ON-GOING
7.1.6. Refine existing and develop new tools to help with planning and implementation	Existing <i>Kittery Town Code</i>	Revise Town Code so that regulations are clear and easy to use and are aligned with Comprehensive Plan goals		Also SEE Topic Area 8.o Land Use	LEAD: Planning Board	2
	(old) <i>Sidewalk Conditions Report</i>	Update Sidewalk Conditions report and identify where sidewalks are needed, repairs needed, etc.			LEAD: DPW	1

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES, AND FISCAL CAPACITY

OBJECTIVE 7.1: IMPROVE TOWN GOVERNANCE AND ITS ABILITY TO ADAPT TO CHANGE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Refine existing and develop new tools to help with planning and implementation, continued		Become more business friendly by streamlining permitting process		Also SEE: Topic Area 3: Economic Development	LEAD: Town Council PARTNER: Economic Dev. Commission	1
	Existing GIS maps	Update town's GIS maps and establish a system for continuous update			LEAD: Planning Department	1
7.1.7. Consider new methods to recruit volunteers to serve on boards and committees		Explore ways of reaching the largest number of residents and conduct outreach to actively recruit volunteers, especially representation of demographics that are currently missing or underrepresented			LEAD: Human Resources?	1
		Develop clear messaging regarding what the Boards and Committees do, roles and expectations and information regarding opportunities and benefits of participation			LEAD: Town Council	1

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES, AND FISCAL CAPACITY

OBJECTIVE 7.1: IMPROVE TOWN GOVERNANCE AND ITS ABILITY TO ADAPT TO CHANGE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Consider new methods to recruit volunteers to serve on boards and committees, continued		Make the process of being appointed easier, more standardized and respectful			LEAD: Town Council	1
7.1.8. Work with surrounding communities, and to the extent that is feasible, develop a mutually beneficial regional approach	York Eliot South Berwick Berwick	Identify areas of potential collaboration and potential regional partners			LEAD: Town Manager PARTNERS: area communiites	ON-GOING
		Identify opportunities for improving connections to adjacent communities (e.g. bike paths, etc.)			LEAD: Conservation Commission	2

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES, AND FISCAL CAPACITY

OBJECTIVE 7.1: IMPROVE TOWN GOVERNANCE AND ITS ABILITY TO ADAPT TO CHANGE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
7.1.9. Work with Portsmouth Naval Shipyard to continue mutually beneficial relationship and to identify potential for additional areas of collaboration	Portsmouth Naval Shipyard (PNS)	Identify additional areas of potential collaboration			Town Council Town Manager PNS	ON-GOING
7.1.10. Encourage communication and collaboration across Town Departments		Continue to hold regular meetings with Town Department Heads and explore ways of increasing efficiencies and effectiveness by collaborating			Town Manager Town Department Heads	ON-GOING

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.2: MAINTAIN AND IMPROVE MUNICIPAL FACILITIES						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
7.2.1 Develop a long-range facility plan for the library	Town Library Committee Report existing building other sites	Explore possibilities and compare and contrast advantages and disadvantages	??		LEAD: Town Manager, Town Council PARTNERS: Trustees of the Library, Library Committee	1
		Consider converting Library to a Town Department			LEAD: Town Council PARTNERS: Trustees of the Library	1
		Support Library Director's efforts to support early literacy, digitize the library's collection of photographs and to provide support and programming for the increasing elderly population			Library Director, staff and volunteers	ON-GOING
7.2.2. Continue to provide high quality education to residents of all ages		Address issue of reputation by making a point of promoting positive aspects and celebrate progress			LEAD: School Department PARTNERS: Kittery Adult Ed, Rice Library	1
		Develop more recent enrollment projections for planning purposes.			LEAD: School Department	1
		Continue to make upgrades to Traip Academy	Capital cost		LEAD: School Department	2

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.2: MAINTAIN AND IMPROVE MUNICIPAL FACILITIES						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Continue to provide high quality education to residents of all ages, continued		Continue to look for ways of addressing the lack of athletic fields at the high school		The <i>Athletics Fields Study</i> has some recommendations regarding how to achieve this (transportation may be needed)	LEAD: School Department, DPW	2
	Sanford Vocational High School	Support students wishing to attend the Sanford Vocational High School			PARTNER: Sanford Vocational High School	1
	area businesses	Support the School Department's efforts to participate in Service Learning in the community		(transportation may be needed) 	LEAD: School Department PARTNER: area businesses	1
	Kittery Adult Ed (SAD 35)	Continue and expand Adult Educational opportunities			LEAD: School Department PARTNER: SAD 35	2
7.2.3 Support plans for the expansion of programming at the Kittery Community Center	York District Public Health Council York Hospital Department of Recreation York County Community Action Corporation, Southern Maine Agency on Aging	Support an increase in senior-oriented programming (including socializing, transportation, medical, health and wellness); possibly Adult Day Care	Capital cost; may also require additional staff; majority of cost will be covered by KCC revenue		LEAD: Department of Recreation PARTNERS: York County Community Action Corporation, Southern Maine Agency on Aging	1

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.2: MAINTAIN AND IMPROVE MUNICIPAL FACILITIES						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Support plans for the expansion of programming at the Kittery Community Center, continued		Support KCC's plans to increase pre-school services for infants and toddlers			LEAD: Department of Recreation	1
	KCC Fair Tide	Support KCC efforts to collaborate with Fair Tide Homeless shelter to determine the feasibility of establishing a town shuttle		Currently the KCC has 2 vans and a small bus used for field trips	LEAD: KCC PARTNERS: Fair Tide Homeless Shelter	1
7.2.4. Support healthy lifestyle choices and wellness SEE END NOTE 7.2.4.	Fort Foster Fort McClary Sea Point Beach Rogers Park Kittery Community Center Town Farm/Forest	Increase recreational opportunities to residents of all ages		Also SEE: Topic Area 2: Natural Resources and Recreation 7.2.2. and 7.2.3. Also:	LEAD: Department of Recreation PARTNERS: DPW, School Department, KCC	2
		Evaluate the recommendations of the Athletic Fields Master Plan* and implement as needed and feasible	Financing may be a challenge	Also SEE Topic Area 2: Natural Resources and Recreation		2
	Sidewalk Conditions Report	Improve and increase walking and biking infrastructure so that it is safe and pleasant		Also SEE Topic Area 5: Transportation		1

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.2: MAINTAIN AND IMPROVE MUNICIPAL FACILITIES						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Support healthy lifestyle choices and wellness, continued SEE END NOTE 7.2.4.		Explore ways of increasing residents' access and enjoyment of the water		Also SEE Topic Area 6: Marine Resources		1
	Choose to Be Healthy Coalition	Encourage cooperation with Choose to Be Healthy Coalition				
	York County Community Action social worker	Explore ways of providing support and facilities for homeless in Kittery	explore possibility of regional cooperation		LEAD:	ON-GOING
7.2.5. Maintain and upgrade existing facilities		The Solid Waste Facility is in need of some minor repairs	capital cost		LEAD: DPW	2

* not yet adopted

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.3: PROVIDE ADEQUATE MUNICIPAL SERVICES IN AN EFFICIENT MANNER						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
7.3.1 Continue to ensure public safety is adequate for the community's needs	Kittery Police Department	Consider expanding number of police officers SEE END NOTE 7.3.1. A	capital and operating cost	there is room for expansion in the existing space	LEAD: Town Manager, Town Council	2
	Regional Police and Fire Departments	Support efforts to provide regional joint police and fire dispatch, to be located in Kittery's Police Department. SEE END NOTE 7.3.1.B	pending grant		LEAD: Kittery Police Department	1
	Kittery Police Department	Support the Police Department's efforts to establish a regional opiate addiction program.			PARTNERS: York, ME; Portsmouth, Summersworth and Rochester, NH to establish organization HOPE (Heroin-Opiate Prevention Effort) for the Seacoast	1
	Kittery Police Department	Continue to support Resource Officer position at the schools			LEAD: Kittery Police Department PARTNER: School Department	ON-GOING
	Kittery Police Department	Consider using shell space on upper floor for police dispatch expansion and for potential additional police officers			LEAD: Town Council PARTNERS: Police Department	2

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.3: PROVIDE ADEQUATE MUNICIPAL SERVICES IN AN EFFICIENT MANNER						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Continue to ensure public safety is adequate for the community's needs, continued	Kittery Fire Department	Evaluate the need to transition to a full-time career fire fighting department. SEE END NOTE 7.3.1. C		there is room for expansion in the existing Gorges Road facility	LEAD: Town Council PARTNERS: Town Manager Fire Department	1
7.3.2. Continue to provide engaging activities for residents of all ages SEE END NOTE 7.3.2.		Consider recommendations of <i>Athletic Fields Master Plan</i>	Capital costs May be a challenge to fund		LEAD: Town Manager, Town Council PARTNERS: Parks, DPW	2
		Provide transportation options for young people (e.g. safe walking, biking, town shuttle)			LEAD: Town Council, DPW	1
	Kittery Community Center	Support the KCC in its efforts to expand its programming to residents of all ages, especially youth and the elderly			LEAD: Kittery Community Center PARTNERS: South Maine Area Agency on Aging, Parks	ON-GOING
	Schools Library KCC	Explore ways of collaborating in order to expand services; avoid duplication of programming			PARTNERS: Schools Library KCC	2

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.3: PROVIDE ADEQUATE MUNICIPAL SERVICES IN AN EFFICIENT MANNER						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Continue to provide engaging activities for residents of all ages, continued SEE END NOTE 7.3.2.	York Durkin Pines Kittery Estates	Provide transportation options for elderly residents (e.g. safe walking, town shuttle). Explore York County options: https://www.yccac.org/documents/Transportation%20Overview.pdf			LEAD: Kittery Community Center PARTNERS: South Maine Area Agency on Aging, York County (YCCAC)	1
	Rice Public Library	Support the library in its efforts to expand programming			LEAD: Rice Public Library	1
7.3.3. Ensure our wastewater treatment plans and services are consistent with our land use plans	30- Year Wastewater Treatment Implementation Plan	Provide sewer extensions in established growth areas.	Betterment fees	ALSO SEE Topic Area 8.o Land Use	LEAD: Wastewater Treatment Department PARTNER: Planning Department	2
		Provide sewer extensions in areas contaminated by failing septic systems.				1
		Develop a pilot project to demonstrate ways of reusing grey water for household use. SEE ENDNOTE 7.3.3.			LEAD: Wastewater Treatment Department	3

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.3: PROVIDE ADEQUATE MUNICIPAL SERVICES IN AN EFFICIENT MANNER						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Ensure our wastewater treatment plans and services are consistent with our land use plan, continued		Explore the possibility of providing a pump station on the water for processing wastewater from ships in the harbor.			PARTNERS: Portsmouth Wastewater Treatment Plant, ship owners	2
		Continue to stay up-to-date with new technologies which may in the future facilitate connecting areas of Town that are currently too expensive to connect to the Town's system.				ON-GOING
		Continue to monitor water usage at the PNS (the largest user)			LEAD: Water District PARTNER: PNS	ON-GOING
		Explore elimination of betterment fees for future sewer expansion projects, leaving in place the connection fee and quartely fee. If pursued, this strategy should have maximum citizen participation			LEAD: Town Council, Wastewater Treatment Department	2
		Add ADU (accessory dwelling units) as "dwelling unit" for purposes of sewer connection			LEAD: Planning Board, Wastewater Treatment Department	2

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.3: PROVIDE ADEQUATE MUNICIPAL SERVICES IN AN EFFICIENT MANNER						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Ensure our wastewater treatment plans and services are consistent with our land use plan, continued		Monitor septic systems and enforce 3 year pump out requirements (consider an ordinance to require this)			LEAD: Wastewater Treatment Department PARTNER: septic companies	ON-GOING
7.3.4. Ensure our plans for the provision of water are consistent with our land use plans	<i>Water System Master Plan</i> York Watershed Protection District	Support the Water District in its efforts to implement the <i>Water Supply Master Plan</i> . SEE END NOTE 7.3.4.A.		ALSO SEE Topic Area 8.o Land Use	LEAD: Kittery Water District PARTNER: York Water District	ON-GOING
		Consider consolidating water supplies with York Water District. SEE END NOTE 7.3.4.B				1
		Consider connection to the South Berwick Water District			PARTNER: South Berwick Water District	1
		Continue to explore the possibility of relocating the Water District's Administrative offices				ON-GOING
		Continue to support water quality monitoring			LEAD: Town Council, Conservation Commission	ON-GOING

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.3: PROVIDE ADEQUATE MUNICIPAL SERVICES IN AN EFFICIENT MANNER						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Ensure our plans for the provision of water are consistent with our land use plans, continued		Provide information regarding options to residents, especially those living on waterfront with failing septic systems SEE END NOTE 7.3.4. C.	State loans available			ON-GOING
		Continue to monitor water usage at the PNS (the largest user)			PARTNER: PNS (Shoreland Resource Officer)	ON-GOING
7.3.5. Continue to reduce or eliminate polluted Stormwater runoff to the extent practicable	5-year Stormwater Program Management Plan York County Stormwater System Plan	Continue to enforce the six goals for the York County Stormwater System SEE ENDNOTE 7.3.5.		ALSO SEE 8. Land Use	LEAD: Stormwater Coordinator, DPW	ON-GOING
		Consider completing a Stormwater Utility Feasibility Study to determine if appropriate as a mechanism to finance Stormwater improvements			LEAD: Stormwater Coordinator, DPW	2
		Consider connection to the South Berwick Water District				1

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.3: PROVIDE ADEQUATE MUNICIPAL SERVICES IN AN EFFICIENT MANNER						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
7.3.6. Provide services in a manner that results in attracting desired economic development in appropriate locations		Explore the creation of a municipal Tri-generation Plant to provide power (heat, steam, electricity, and hot water) to connect to micro-grid.		This may be attractive to potential users of the Business Park ALSO SEE Topic Area 4.0 Economy	LEAD: Wastewater Treatment Department	3
		Support extending utilities and services in areas deemed desirable for additional economic activities and uses				ON-GOING
		Conduct a thorough assessment of needs and impacts of development.			LEAD: Planning Board	ON-GOING

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.4: MAINTAIN AND RESPONSIBLY INCREASE FISCAL CAPACITY						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
7.4.1 Continue to align fiscal capacity and capital investment plans		Take into account need assessment, anticipated growth, and economic development			LEAD: Town Manager, Town Council, Department Heads	1
7.4.2. Continue to explore ways to increase fiscal capacity	Title 16 Land Use and Development Code for Kittery. Economic Development Website.	Increase commercial tax base with desirable uses in key locations	Operating Costs (staff time)	Also SEE Topic Area 4.0 Economy	LEAD: Town Manager, Economic Development Committee, Planning Board, Planning Department	1
		Consider zoning changes that could help attract new commercial development to strategic locations				
		Market existing properties and development opportunities more broadly				

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.4: MAINTAIN AND RESPONSIBLY INCREASE FISCAL CAPACITY						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Continue to explore ways to increase fiscal capacity, continued		Look for additional state and federal funding sources			LEAD: Grantswriter, Planning Department	
7.4.3. Align the Capital Investment Plan with the municipal growth-related capital investments identified in the Comprehensive Plan.		Establish funding priorities			LEAD: Town Manager Planning Department	1
		identify funding sources and mechanisms				
		anticipate municipal capital investments needed to support proposed land uses				

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

END NOTES

END NOTE 7.1.3.A. Improve Communication with residents. Ideas from the public:

- *Improve internet access*
- *Use Channel 22 to provide “newscast” type of updates: upcoming meetings, results of past meetings*
- *Notification by mail with tax bill*
- *Better website (fewer pdfs, more process description)*
- *Need newspaper*
- *Create an on-line presence similar to “Our Kittery”, factual narrative and informative*
- *Answer the telephones*
- *Employ respectful tone in public discourse*

END NOTE 7.1.3. B. Communication Technology: There are a number of ways in which technology can improve connections and communication between Town government and Kittery residents.

Some examples include:

- York has a computerized communication system that connects residents, commissioners and other town officials that makes enforcement easier. It has in place a computer/web-based interface that allows residents to connect to town officials (to their computer or devise) with a logged inquiry regarding specific issues. The system provides for easier and quicker responses and better opportunities for follow up.

- Portsmouth has a “click and fix” application that allows residents to report needs from the app on their cell phone.

END NOTE 7.1.3.C. Communications Plan. A Communications Plan outlines the ways in which a municipality intends to communicate with its residents and business community, including the frequency, modes of communication, protocols, messages, etc. A municipality can use another plan as a reference to make sure it has addressed all the elements or to find creative communications tools that worked in other situations. To be successful, a plan must contain the answers to several key questions¹:

- What is the organizational outcome or problem to be solved?
 - Who do we want to reach?
 - What do we want each audience member to know?
 - How do our different audiences get their information?
 - What are the best tools to reach our audiences with our messages?
 - How much time do we need to plan, prepare tools and implement?
 - How much money or other resources are needed?
- How do we know if we’re solving the problem?

For an example of a Communications Plan, see Springwater, Ontario, CA:

¹ Summerfield and Benninghoven, “Managing More Effectively With a Strategic Communications Plan, Western City Magazine: <http://www.westerncity.com/Western-City/September-2009/Managing-More-Effectively-With-a-Strategic-Communications-Plan/>

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

http://www.springwater.ca/UserFiles/Servers/Server_229/File/Municipal%20Services/Planning%20and%20Development/Draft%20Communications%20%20Plan%20for%20Development.pdf

END NOTE 7.2.4. Support healthy lifestyle choices and wellness.

The Environmental Protection Agency has programs to support communities by inviting them to apply for technical assistance through programs that support healthy communities and wellness. Three such programs, described below, have the goal to create economic opportunities, make neighborhoods more walkable, help people live healthier lives, and revitalize downtowns and neighborhoods.

[Local Foods, Local Places](#) helps communities create walkable, healthy, economically vibrant neighborhoods through the development of local food systems. This initiative is supported by EPA, the U.S. Department of Agriculture, the Centers for Disease Control and Prevention, the U.S. Department of Transportation, the U.S. Department of Housing and Urban Development, the Appalachian Regional Commission, and the Delta Regional Authority. Learn how to apply for the Local Foods, Local Places Program: <https://www.epa.gov/smartgrowth/local-foods-local-places-2016-2017-application>

[Cool & Connected](#) helps small towns use broadband service to revitalize small-town main streets and promote economic development. The initiative is supported by EPA, the U.S. Department of Agriculture Rural Utilities Service, and the Appalachian Regional Commission. Learn how to apply for the Cool & Connected Program: <https://www.epa.gov/smartgrowth/cool-connected-fall-2016->

[application](#)

[Healthy Places for Healthy People](#) is a new program to help communities partner with community health centers (including Federally Qualified Health Centers), nonprofit hospitals, and other health care facilities to create walkable, healthy, economically vibrant places. The program is supported by EPA and the Appalachian Regional Commission. Under this program, communities will receive planning assistance to develop action plans focusing on health as an economic driver and catalyst for downtown and neighborhood revitalization. Healthy Places for Healthy People will focus on communities that are economically challenged, including those in rural Appalachia. Learn how to apply for the Healthy Places for Healthy People Program: <https://www.epa.gov/smartgrowth/healthy-places-healthy-people>

END NOTE 7.3.1. A. The national average is 2 officers/ 1,000 residents). Currently Kittery has 20 sworn officers; this is approximately in line with the national average. In Kittery's case however, in addition to the Town's residents, public safety is an issue for employees of the Shipyard, the shoppers patronizing the outlets, and the tourists visiting the beaches and parks increasing the daily population of the Town, especially in the summer months. This daytime population should be considered when determining the need for police officers.

END NOTE 7.3.1. B While the Town of Kittery will no longer be sharing a Police Chief with the Town of Eliot, there is a grant pending to support expanding regional dispatch currently run out of the Kittery Police Department to serve the Towns of Kittery, Eliot, Berwick and South Berwick.

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

END NOTE 7.3.1.C. Reportedly, it is becoming increasingly difficult to recruit volunteer fire fighters. Also, if there is any further growth in residential development and/or commercial (in the Foreside, in the Business Park, etc.) in addition to the increase in the elderly population will result in an increase in the number of alarms and calls for service which will become increasingly difficult to respond to with a volunteer force. Apparently, newly trained fire fighters often become successful candidates for paid professional fire fighting positions in other cities and towns and leave Kittery's Department.

As the number of call fire fighters decreases and the number of calls for service increase, the need to transition to a form of paid staff will become necessary. This could be accomplished by hiring per diem fire fighters or by adopting a more complex full-time employee structure. The Gorges Road station was designed with the ability to accommodate a future addition to house sleeping quarters, a requirement of a fulltime fire fighting department. Adding the sleeping facilities could help to recruit volunteers during the transition.

END NOTE 7.3.2. Increase activities for youth. Ideas from the public:

- *Teen hangout spot, Ping Pong, video games, food and drinks, movie night*
- *Develop a Teen Advisory Board to develop programs, promote and recruit users*
- *Add a Teen Center to the KCC*
- *Volley ball*
- *Tennis courts*

- *Swimming pool*

Ideas from Youth Forum (at Traip Academy):

- *Bike racks and bike friendly roads*
- *Strike a better balance between pedestrians and cars in the Outlets area*
- *Clean up abandoned building on Route 1 and turn it into a place for teens*
- *Music venues*
- *Nature trails connecting parts of Kittery*
- *Better connect school to community*
- *Encourage employers to hire teens*

END NOTE 7.3.3. Grey water is the water that comes out of the drains of showers, baths, sinks, and washing machines. It is distinctly different from black water, which is what gets flushed down the toilet. Grey water can be used for watering houseplants, landscaping, or even flushing the toilet, so it's a resource that can be used twice. The problem is that our modern plumbing doesn't distinguish between the two, but instead combines them and sends onward as sewage, so unless we manually divert or capture it, grey water essentially becomes black water, rendering it useless until it goes through the municipal water treatment process. Not all grey water is the same, as the water coming from the kitchen sink or dishwasher can contain a lot of organic matter and has the potential for harboring pathogens (and kitchen sink water, under some codes, is actually considered black water and is not to be used), but a bathroom sink or tub often has minimal amounts of organic matter and soap residue. However, with the proper system, such as a biofilter or mulched basin, using grey

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

water from the kitchen sink is an accepted practice.² For more see: <https://en.wikipedia.org/wiki/Greywater>

More Examples: <http://greywateraction.org/commercial-scale-greywater-systems/>

Case Studies (ideas for pilot demonstration project):

<http://oasisdesign.net/greywater/indoors/>

END NOTE 7.3.4 A. The *Kittery Water System Master Plan* lists three main goals for the future:

- To construct a new Water Treatment Facility and to upgrade and repair the system's pipes
- Water Withdrawal Management - Regulation of water withdrawals from surface water supplies will be implemented in the State of Maine over the next 10-year planning period. Determination of the withdrawal capacity of the District's reservoir system during this period will define the size of the treatment facility upgrade needed to meet the needs of the system.
- Portsmouth Naval Shipyard - The long-term viability of this important customer remains a question in the local economy. The District intends to monitor

² How to reuse grey water in the home and yard, Treehugger Sustainability Made Stylish, June 2, 2014
<http://www.treehugger.com/green-home/how-reuse-grey-water-home-and-yard.html>

and observe water-use at the facility over the next 10-years.

END NOTE 7.3.4.B. According to the *Water System Master Plan*, York Water District and the Kittery Water District have held informal discussions regarding the consolidation of their water supplies. Each District retains a separate and distinct reservoir system located in the Town of York. The close proximity of these sources of supply to each other, the contiguous watershed protection and public ownership of land surrounding the reservoir system, make the potential for local cooperation between the two utilities possible.

END NOTE 7.3.4.C. State Loans for installing replacement septic systems.

The [Maine Department of Environmental Protection](#) (1-800-452-1942) offers several community-based loans and grants. The [Maine State Housing Authority](#) offers assistance for low income homeowners ((207) 626-4600 or 1-800-452-4668). Many banks and credit unions offer home improvement loans. Finally, by statute (30-A MRSA, ss 3428(3)(B)), a municipality may install a system on a lot, and recover the costs through a special tax assessment.

For more information go to the Division of Environmental Health website: <http://www.maine.gov/dhhs/mecdc/environmental-health/plumb/faq.htm>

TOPIC AREA 7: TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

END NOTE 7.3.5. York County Stormwater Improvement Goals:

The following describes the York County Stormwater System (MS4) six major goals or minimum control measures³:

1. Public education and outreach on stormwater impacts : among other efforts, the Towns are cooperating on the preparation of a Statewide Public Awareness Plan to raise awareness of stormwater issues such as the path stormwater runoff takes, sources of stormwater pollution and the impact of that polluted stormwater runoff on the community.

2. Public involvement and participation: The York County MS4s will annually host/conduct or participate in at least one public event (either jointly or individually) such as storm drain stenciling, stream clean-up, household hazardous waste collection day, volunteer monitoring, neighborhood educational events with a pollution prevention, water quality or environmental theme, conservation commission outreach program, Urban Impaired Stream outreach program, or adopt a storm drain or local stream program. The target audience will be adults living in the Urbanized Area of the Towns.

3. Illicit discharge detection and elimination: Each of the towns created a watershed-based maps of their MS4 infrastructure. Annually by June 30 each year, the towns will update either the GIS systems or the paper copies of the maps to reflect new infrastructure and changes to the infrastructure.

4. Construction site stormwater runoff control: Implement and enforce a program to reduce pollutants in any stormwater runoff to the regulated small MS4 from construction activities that result in a land disturbance of greater than or equal to one acre.

5. Post-construction stormwater management in new development and redevelopment: During the previous permit cycle, the town of Kittery passed a Post Construction Discharge Ordinance. The town will continue to implement these ordinances.

6. Pollution prevention/good housekeeping for municipal operations: During the previous permit cycle, Kittery developed an inventory of all municipal operations conducted in, on, or associated with facilities, buildings, golf courses, cemeteries, parks and open space that have the potential to cause or contribute to stormwater or surface water pollution. The town will review the inventories and update them if necessary to include any new properties that have the potential to cause or contribute to stormwater or surface water pollution.

³ *Stormwater Program Management Plan for York County MS4s*, Submitted to Maine DEP: December 2013.

GOAL STATEMENT: To ensure that the town's regulations support desired land uses.

OBJECTIVE 8.1: UPDATE TOWN CODE AND APPLY LAND USE REGULATIONS TO GUIDE DESIRABLE DEVELOPMENT IN APPROPRIATE LOCATIONS

Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
8.1.1 Support the implementation of the Future Land Use Plan		Review and revise Town regulations to align with goals of Future Land Use Plan			LEAD: Town Manager	ON-GOING
		Encourage the protection of open space and landscape features within developments and/or in the no growth/limited growth areas.				
		Periodically (on an annual or bi-annual basis) evaluate implementation plan in accordance with Section 2.7 of Maine's Growth Management Plan.				
		Provide the code enforcement officer with the tools, training and support necessary to enforce land use designations and regulatory and non-regulatory strategies		Ensure that the Code Enforcement Officer is certified in accordance with 30-A M.R.S.A. 4451.		

OBJECTIVE 8.1: UPDATE TOWN CODE AND APPLY LAND USE REGULATIONS TO GUIDE DESIRABLE DEVELOPMENT IN APPROPRIATE LOCATIONS						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Support the implementation of the Future Land Use Plan, continued		Where possible, support the level of financial commitment necessary to provide needed infrastructure in growth areas.		growth areas are indicated on Future Land Use Map		
8.1.2. Review and revise the Town Code		Consider reducing the number of subzoning categories to reflect existing and desired uses		There are too many similar zoning districts an allowable uses and performance standards do no match with the purpose statements in some districts	LEAD: Planning Board, Planning Department	1
		Review and revise Land Use codes to account for the potential impacts of sea level rise and climate adaptation				
		Consider adopting contract zoning to support desirable development in specific locations				

OBJECTIVE 8.1: UPDATE TOWN CODE AND APPLY LAND USE REGULATIONS TO GUIDE DESIRABLE DEVELOPMENT IN APPROPRIATE LOCATIONS						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
8.1.3. Continue efforts to encourage development to locate in areas where public utilities are already provided	existing water and sewer systems existing transportation infrastructure	Direct new development, where feasible, to vacant or underutilized sites and buildings; direct development away from areas with natural constraints, key wildlife or open space corridors, protected shorelands, and areas where public utilities are not yet available and would be costly to extend			LEAD: Planning Board, Planning Department	ON-GOING
		Encourage sewer and water districts to coordinate any planned service extensions with the Future Land Use Plan				
		Establish efficient permitting procedures, especially in areas designated as "growth areas" in Future Land Use Plan				

OBJECTIVE 8.1: UPDATE TOWN CODE AND APPLY LAND USE REGULATIONS TO GUIDE DESIRABLE DEVELOPMENT IN APPROPRIATE LOCATIONS						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
8.1.4. Continue efforts to direct new commercial and multi-family residential development to existing commercial, industrial, and urban/suburban residential districts					LEAD: Planning Board	ON-GOING
8.1.5. Encourage the protection of open space and landscape features within developments and/or in the no growth/limited growth areas		Review and revise the Cluster Development requirements to encourage its use Explore Transfer of Development Rights (TDR)				ON-GOING
8.1.6. Consider adding provisions to support the adaptive reuse of existing historic structures		Consider adopting a demolition delay ordinance Consider adopting Adaptive Reuse Ordinance				1

OBJECTIVE 8.1: UPDATE TOWN CODE AND APPLY LAND USE REGULATIONS TO GUIDE DESIRABLE DEVELOPMENT IN APPROPRIATE LOCATIONS						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
8.1.7. Consider amending zoning to provide for more affordable housing		Consider adoption of an inclusionary housing ordinance, adjustments to the Accessory Dwelling Unit ordinance, and the adoption of regulations related to co-housing and tiny houses; also, consider lessening square foot per dwelling requirements in some zoning districts where mixed use and multi-family units are desired and encouraged			LEAD: Planning Board Planning Department	1
8.1.8. Direct a minimum of 75% of new municipal growth-related capital investments into designated growth areas identified in the Future Land Use Plan		Align Capital Improvements Plan with Future Land Use Plan	town budget		LEAD: Town Manager Town Council Planning Board Planning Department	ON-GOING

OBJECTIVE 8.1: UPDATE TOWN CODE AND APPLY LAND USE REGULATIONS TO GUIDE DESIRABLE DEVELOPMENT IN APPROPRIATE LOCATIONS						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
8.1.9. Coordinate land use strategies with other local and regional land use planning efforts where appropriate	Area communities Greater York County SMRPC	Meet with neighboring communities to coordinate land use designations and regulatory and non-regulatory land use strategies. Beaware of regional planning efforts			LEAD: Town Manager Planning Department	ON-GOING

TOPIC AREA 8: LAND USE

OBJECTIVE 8.2: PROTECT THE AREA NORTH OF SPRUCE CREEK						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
8.2.1. Work with the Kittery Land Trust to create a prioritized list of parcels for open space acquisition	Existing unprotected open spaces and agricultural lands	Engage in a transparent process with the public to prioritize open space and farmland that could be acquired should it come up for sale in the future.	Operating Costs (staff time)	See Natural Resources and Recreation Section for additional land conservation recommendations. 	LEAD: Kittery Open Space Advisory Committee, Kittery Land Trust	1
8.2.2. Revisit the Cluster Ordinance to ensure it is effective in meeting its objectives	Title 16 Land Use and Development Code for Kittery.	Revisit the current Cluster Bylaw and evaluate its effectiveness in maintaining the goals of open space preservation while providing for financially-viable development scenarios.	Operating Costs (staff time)		LEAD: Planning Board, Planning Staff PARTNERS: Property Owners, KOSAC, Kittery Land Trust	1
		Talk with property owners who have recently developed on open space to see what could have been done differently, or why the Cluster Bylaw was not utilized.				

TOPIC AREA 8: LAND USE

OBJECTIVE 8.2: PROTECT THE AREA NORTH OF SPRUCE CREEK						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Revisit the Cluster Ordinance to ensure it is effective in meeting its objectives, continued		Vary open space and lot size requirements by land use zone in order to support the zone's purpose, obtain its desired density and protect its resources				
		Review the permitting process to ensure it is not a deterrant by creating barriers to entry and a long time frame to permit the project.				
8.2.3. Consider increasing the minimum lot size in the Rural Residential zoning district to help protect additional open space and encourage the clustering of homes.	Title 16 Land Use and Development Code for Kittery.	Determine what impact increasing the minimum lot size would have on developable parcels in the rural zoning districts and if the change would push more property owners to take advantage of a revamped Cluster Ordinance.	Operating Costs (staff time)		LEAD: Planning Board, Planning Staff	1

TOPIC AREA 8: LAND USE

OBJECTIVE 8.2: PROTECT THE AREA NORTH OF SPRUCE CREEK						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
8.2.4. Explore the feasibility and usefulness of a transfer of development rights bylaw.	Title 16 Land Use and Development Code for Kittery.	Consider the benefits of a TDR program and its financial and political feasibility in Kittery.	Operating Costs (staff time)		LEAD: Planning Board, Planning Staff	2
		Identify receiving zones for additional density.				
		Adjust zoning regulations in receiving districts and develop TDR Ordinance.				

TOPIC AREA 8: LAND USE

OBJECTIVE 8.3: SUSTAIN AND BUILD UPON THE VITALITY OF THE FORESIDE DISTRICT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
8.3.1. Undertake a study to identify what is needed to support an expansion of the Foreside district.	Title 16 Land Use and Development Code for Kittery.	Study the opportunities and challenges associated with expanding the Foreside area to determine if the zoning district boundaries should change in the future. Identify desired uses. Identify the regulations and infrastructure needed to support an expansion of the area	Operating Costs (staff time)		LEAD: Planning Department, Planning Staff	2
8.3.2. Include parking reduction and shared parking strategies in the Kittery Foreside Mixed-Use zoning district.	Title 16 Land Use and Development Code for Kittery.	Look for opportunities to allow for parking reductions or shared parking in the Foreside.	Operating Costs (staff time)	See Transportation Section 	LEAD: Planning Department, Planning Staff PARTNERS: Businesses, Land Owners	1
		Consider parking management strategies before constructing new public parking facilities.				

TOPIC AREA 8: LAND USE

OBJECTIVE 8.3: SUSTAIN AND BUILD UPON THE VITALITY OF THE FORESIDE DISTRICT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
8.3.3. Reduce land area per dwelling unit requirements for multifamily housing	Title 16 Land Use and Development Code for Kittery.	To help with the redevelopment or infill development on smaller parcels in the Foreside, consider reducing the current land area per dwelling unit requirements for multi-family housing.	Operating Costs (staff time)		LEAD: Planning Department, Planning Staff PARTNERS: Businesses, Land Owners	1
8.3.4. Explore ways of supporting the financial feasibility of the redevelopment of smaller parcels.	Title 16 Land Use and Development Code for Kittery.	Consider increasing building coverage requirements for small parcels in the Foreside Mixed-Use district where limited space is available to accommodate buildings, parking, and open space on the same lot.	Operating Costs (staff time)		LEAD: Planning Department, Planning Staff PARTNERS: Businesses, Land Owners	1
		Consider shared open space opportunities among a number of smaller parcels/developments.				

TOPIC AREA 8: LAND USE

OBJECTIVE 8.3: SUSTAIN AND BUILD UPON THE VITALITY OF THE FORESIDE DISTRICT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
8.3.5. Look for opportunities to leverage town-owned land or buildings to support town-wide goals for housing and job creation.	Title 16 Land Use and Development Code for Kittery	Continue to evaluate use, age, and quality of town-owned land and buildings to look for opportunities in the future.	N/A		LEAD: Town Council, Planning Department PARTNERS: Planning Board, Economic Development Committee, Other Town Departments	3
8.3.6. Encourage innovative makerspace, (do-it-yourself) DIY spaces that afford artists and small business owners with space to create, invent, and learn in the Foreside, alongside modest retail opportunities for galleries and sales.		Consider adjusting allowable uses in the Foreside mixed-use district to not dissuade maker-space, light manufacturing, and retail sale space for artists or other business owners who need a mix of space in the same building.	N/A		LEAD: Economic Development Committee PARTNERS: Planning Board, Planning Staff, Property and Business Owners	2

OBJECTIVE 8.4: PROTECT THE WORKING WATERFRONT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
8.4.1. Increase the long-term viability of the working waterfront through coordination with fishermen and protection of piers and dockside facilities.	See Marine Resources	See Marine Resources	See Marine Resources	See Marine Resources	See Marine Resources	2
8.4.2. Look for ways to allow and/or support unique business ideas along the waterfront that integrate traditional marine-related businesses with new and innovative business ventures.	Title 16 Land Use and Development Code for Kittery.	Ensure that use definitions and permitting processes do not restrict innovative ideas for keeping marine-related jobs and industries financially-viable in Kittery.	Operating Costs (staff time)		LEAD: Planning Board, Planning Staff PARTNERS: Property Owners, Businesses	2

OBJECTIVE 8.4: PROTECT THE WORKING WATERFRONT						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
8.4.3. Ensure creative and innovative uses in the Shoreland Overlay Zone do not have to go through an onerous approval process if and when they trigger a Special Exception permit.	Title 16 Land Use and Development Code for Kittery.	Review permitting process for recently approved permits/developments in the overlay district. Adjust permitting process as necessary to reduce time in permitting process.	Operating Costs (staff time)	See Marine Resources	LEAD: Planning Board, Planning Staff PARTNERS: Property Owners, Marine Business Community	1

OBJECTIVE 8.5: SUPPORT CREATIVE AND VIABLE REDEVELOPMENT OF THE ROUTE 1 CORRIDOR (OUTLET AREA AND RT. 1 BY-PASS)						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
8.5.1. Engage in a planning process for the Outlet Mall and the Rt. 1 By-pass areas	See Economic Development	Bring together interested parties to discuss and identify future development opportunities			LEAD: Planning Board, Planning staff PARTNERS: Property owners, businesses, Regional Planning Commission, Economic Development	2
		Consider zoning amendments such as an overlay zone that provides for more flexibility concerning permitted uses.				
		Treat each area (Outlet Mall and By-Pass) differently.				

TOPIC AREA 8: LAND USE

OBJECTIVE 8.6: EXPLORE FEASIBILITY OF DEVELOPMENT IN THE BUSINESS PARK						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
8.6.1. Determine what uses would be desirable and marketable in the Business Park and make updates to the base zone that reflect those uses.	Title 16 Land Use and Development Code for Kittery.	Undertake a study to determine what uses would be desirable and marketable in the Business Park. Update zoning accordingly.	Operating Costs (staff time)		LEAD: Planning Board, Planning Staff	1
		Discussion should include consideration of the inclusion of housing among uses in the Business Park. If this is determined to be appropriate for this location, consider changing the name of the district to reflect mix of uses.				

TOPIC AREA 8: LAND USE

OBJECTIVE 8.6: EXPLORE FEASIBILITY OF DEVELOPMENT IN THE BUSINESS PARK						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
8.6.2. Review and revise the Business Park zoning district's dimensional standards in relation to land area per dwelling unit and minimum lot size.	Title 16 Land Use and Development Code for Kittery.	Review and revise as needed the current 120,000 square foot minimum lot size. Determine if it is a deterrent if developers are not choosing to use the mixed use cluster provision.	Operating Costs (staff time)		LEAD: Planning Department, Planning Staff PARTNERS: Economic Development Committee, Town Council, Property Owners/Developers in Kittery	1
8.6.3. Provide clear direction in the Zoning Ordinance with regard to the minimum dimensional standards for development under the Mixed Use Cluster provisions that are applicable to development in the Business Park zoning district.	Title 16 Land Use and Development Code for Kittery.	Provide specific dimensional standards for the mixed use cluster provision in the zoning ordinance. This section of the ordinance requires clarity and certainty to ensure developers know the regulations guiding development in the Business Park.	Operating Costs (staff time)	 Currently, the Planning Board has the discretion to allow or not allow changes in density, dimensional standards, site plans, and design elements. Clarity around this issue will help set expectations for both the Planning Board and any future developer looking to invest in the Business Park.	LEAD: Planning Department, Planning Staff	1

TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

GOAL STATEMENT: To establish short, medium and long term plans to address the effects of climate change, including increased storm frequency and strength, coastal erosion and rising ocean levels, and transition of both public and private energy consumption to low and zero impact methods

OBJECTIVE 9.1: ESTABLISH PLANS TO ADDRESS THE EFFECTS OF CLIMATE CHANGE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
9.1.1. Identify, monitor, plan, and mitigate the potential impacts of SEA LEVEL RISE		Establish a new Climate Adaptation Committee			LEAD: Town Council	1
	New England Climate Adaptation Project MIT Science Impact Collaborative UNH faculty and students SEE END NOTE 9.1.1.A.	Complete a Climate Adaptation Study SEE END NOTE 9.1.1.B.		Also See Topic Area 6: Marine Resources 	LEAD: Town Council PARTNERS: Planning Department, Port Authority, PNS	1
	Maine Coastal Management Initiative Maine Department of Environmental Protection Northeast Regional Ocean Council	Join regional coalition of surrounding coastal communities to work together around issues of sea level rise			PARTNERS: New England Climate Adaptation Project partners	1
	Georgetown Wells	Review climate adaptation plans of area coastal towns				1

TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

OBJECTIVE 9.1: ESTABLISH PLANS TO ADDRESS THE EFFECTS OF CLIMATE CHANGE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Identify, monitor, plan, and mitigate the potential impacts of SEA LEVEL RISE, continued	Maine Emergency Management Agency	Develop strategies to protect Town's marine facilities during coastal storms			LEAD: DPW PARTNERS: Port Authority Planning Department and Fire	1
	Portsmouth Naval Shipyard staff currently working on these issues	Work with PNS to ensure preparedness for sea level rise and to identify ways of reducing or eliminating outflows of pollutants and hazardous or toxic materials during floods or storms			LEAD: Town Manager, DPW PARTNERS:PNS	ON-GOING
	Maine Coastal Mapping Initiative Maine Department of Transportation SEE END NOTES	Identify at risk areas (e.g. infrastructure, marshes, etc.) and identify appropriate adaptation strategies				1
9.1.2. Review and Update the Town's EMERGENCY PLAN in case of extreme storm conditions	Maine Emergency Management Agency	Identify potential future at risk for flooding areas and appropriate emergency management strategies		Updated Flood Plain maps should be used in preparing the Emergency Plan.	LEAD: DPW PARTNERS: Port Authority Planning Department and Fire	1
		Update rainfall tables to account for more frequent and more severe storms			LEAD: DPW	1

TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

OBJECTIVE 9.1: ESTABLISH PLANS TO ADDRESS THE EFFECTS OF CLIMATE CHANGE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Review and Update the Town's EMERGENCY PLAN in case of extreme storm conditions, continued		Update strategies to protect Town's marine facilities during coastal storms			LEAD: DPW, Port Authority	
		Create a micro-grid connecting the public schools and area hospitals in an energy grid to increase resilience			LEAD: Town Manager	
		Develop a Debris Management Plan including identifying whether existing rules and statutes impede emergency clean up after damaging storm events.		see whether surrounding towns have developed one and whether there can be some sharing of responsibilities and resources	LEAD: DPW PARTNERS:PNS	2
9.1.3. Develop a REGIONAL APPROACH to addressing the potential impacts of climate change	Maine Coastal Management Initiative Maine Department of Environmental Protection SMPDC	Collaborate with neighboring communities to: monitor wildlife in specific locations Consider Kittery initiating the formation of a regional Climate Adaptation Committee			LEAD: Town Council	2

TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

OBJECTIVE 9.1: ESTABLISH PLANS TO ADDRESS THE EFFECTS OF CLIMATE CHANGE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Develop a REGIONAL APPROACH to addressing the potential impacts of climate change, continued	Maine Sea Grant and University SEE END NOTES	Consider developing a regional standard regarding the review and controls for shorelands, as well as structures and activities affected by sea level rise			LEAD: Town Manager	2
9.1.4. Monitor, plan for, and mitigate the potential effects of climate change on Kittery's NATURAL RESOURCES		Incorporate data analysis in planning for wildlife, fisheries, and agricultural management. Monitor wildlife in specific locations to identify changes in species presence. Monitor stream flow or lake levels to identify effects of increased Stormwater runoff from rain event. Monitor industrial activity to measure any changes over time in pollutants			LEAD: DPW, Conservation Commission	ON-GOING
9.1.5. Identify potential impacts, monitor, plan for, and mitigate the potential effects of climate change on Kittery's BUILT ENVIRONMENT	Maine Department of Transportation Climate Change Institute at the University of Maine SEE END NOTES	Conduct risk assessment studies for infrastructure (culverts, storm drains, bridges, tide gates, etc.) in all Town facilities, schools, emergency shelters, etc.			LEAD: DPW	1

TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

OBJECTIVE 9.1: ESTABLISH PLANS TO ADDRESS THE EFFECTS OF CLIMATE CHANGE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Identify potential impacts, monitor, plan for, and mitigate the potential effects of climate change on Kittery's BUILT ENVIRONMENT, continued		Consider completing a Stormwater Utility Feasibility Study to determine if appropriate as a mechanism to finance Stormwater improvements		SEE ALSO: 7.3.6. Discuss with other towns that have established such a mechanism to understand costs and benefits	LEAD: Stormwater Coordinator DPW	2
		Continue to monitor and enforce stormwater runoff from new and expanded residential subdivisions and commercial developments. At a minimum, standards must be consistent with state standards.			LEAD: Stormwater Coordinator DPW	ON-GOING
	See state guidelines and area coastal towns for possible models	Adapt and modify regulations as they relate to shoreline development. Align regulations with state guidelines. Explore precedents from are coastal towns. Consider developing regulations that add submission requirements to projects within 250 feet of a coastal wetland such that the design takes into account sea level rise.			LEAD: Town Manager PARTNER: Planning Department, Planning Board	2

TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

OBJECTIVE 9.1: ESTABLISH PLANS TO ADDRESS THE EFFECTS OF CLIMATE CHANGE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Identify potential impacts, monitor, plan for, and mitigate the potential effects of climate change on Kittery's BUILT ENVIRONMENT, continued		Continue to educate and work with owners of existing commercial and residential projects on a voluntary and cooperative basis to retrofit existing stormwater systems, where necessary, to improve the quality of the stormwater discharge.			LEAD: Stormwater Coordinator, DPW PARTNERS: owners of residential and commercial properties	ON-GOING
9.1.6. Identify, mitigate and take advantage of opportunities created by the potential impacts of climate change on Kittery's ECONOMY	Maine Sea Grant and University of Maine SEE END NOTES	Consider developing a program to support fishermen in their need to adapt to changes in species distribution and abundance as a result of climate induced environmental variations.			LEAD: Fishermen's Advisory Committee Port Authority	2
	local fishermen local restaurants	Promote Dock to Dish programs connecting local fishermen to local restaurants, strengthening the economy and making the fishing industry more resilient to the impacts to climate change SEE END NOTE 9.1.6.			LEAD: Fishermen's Advisory Committee Port Authority	

TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

OBJECTIVE 9.1: ESTABLISH PLANS TO ADDRESS THE EFFECTS OF CLIMATE CHANGE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Identify, mitigate and take advantage of opportunities created by the potential impacts of climate change on Kittery's ECONOMY, continued	Maine Coastal Mapping Initiative SEE END NOTES	Consider ways of taking advantage of the longer summer season.			LEAD: Port Authority PARTNERS: Planning Dept. Economic Development Committee PARTNERS: Outlets Association	2
9.1.7. Monitor, plan for and mitigate potential impacts of climate change on PUBLIC HEALTH		Monitor effects of extreme weather conditions/events and insect-borne diseases on the health of residents.			LEAD: Town Manager	2
9.1.8. Increase PUBLIC AWARENESS regarding potential impacts of climate change	see area town's websites	Create educational materials (both hard copy and on Town web-site) to inform residents of potential impacts and of Town efforts to monitor and plan. Involve the schools.			LEAD: Planning Department PARTNERS: School Department	2

TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

OBJECTIVE 9.2: REDUCE ENERGY CONSUMPTION AND TRANSITION TO LOW AND ZERO IMPACT METHODS						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
9.2.1. Develop a plan to transition to low and zero impact energy sources	solar wind water	Identify potential renewable energy sources and outline steps for transitioning to using them. Incentives should be given to both public and private users.			LEAD: Town Council PARTNERS: DPW, Planning Department, Energy Advisory Committee	1
	See Energy Advisory Committees preliminary goals	Develop town-wide goals regarding energy efficiency and related benchmarks for public facilities.			LEAD: Energy Advisory Committee	1
		Conduct an inventory of municipal and school energy use/costs and			LEAD: All town-owned buildings, DPW	1
		Establish a timeline for converting all Town-owned buildings to renewable energy.			LEAD: Energy Advisory Committee	1
	area towns	Collaborate with area towns to develop renewable and sustainable energy sources, technologies, etc.			LEAD: Town Council, Energy Advisory Committee PARTNERS: surrounding towns	2

TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

OBJECTIVE 9.2: REDUCE ENERGY CONSUMPTION AND TRANSITION TO LOW AND ZERO IMPACT METHODS						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
9.2.2 Consider Town policy changes that encourage the use of renewable energy sources	See area towns for similar ordinance	Consider an ordinance to allow for residential, commercial, and municipal wind and solar energy sources, hydrokinetics, geothermal, etc.	Maine Renewable Energy Resource Fund		LEAD: Town Council PARTNERS: DPW, Planning Department, Energy Advisory Committee Schools	1
		Support alternative modes of transportation such as walking and bicycling		Also See Topic Area 5: Transportation	LEAD: DPW, Planning Board	1
9.2.3. Develop a public awareness campaign to focus attention on the need to transition to renewable energy sources	Public Schools	Develop educational materials (hard copy, on-line); involve the schools			LEAD: Town Council PARTNERS: DPW, Planning Department, Energy Advisory Committee	1

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TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

OBJECTIVE 9.3: PROVIDE EDUCATION AND INCENTIVES TO PROTECT THE ENVIRONMENT AND IMPROVE QUALITY OF LIFE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
9.3.1. Develop policies that lessen the effects of the built environment on natural resources	Northeast Climate Hub SEE END NOTES	Assess the environmental effects of the built environment on natural resources		See Also Topic Area 2: Natural Resources	LEAD: Town Council PARTNERS: Planning Department, Port Authority	ON-GOING
		Protect the Town's critical open spaces, agricultural lands, forests and wildlife corridors from development		See Also Topic Area 2: Natural Resources	LEAD: Conservation Commission, Planning Department	ON-GOING
		Maximize parking efficiency and explore shared parking opportunities, especially in the Foreside		See Also Topic Area 5: Transportation 	LEAD: Planning Board	1
		Consider offering incentives (e.g. tax incentives) for decreased impervious paving			LEAD: Town Council, Planning Board	2
		Encourage use of shared car service (e.g. Zip Car) and carpooling to reduce emissions		See Also Topic Area 5: Transportation 	LEAD: Planning Department	1

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TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

OBJECTIVE 9.3: PROVIDE EDUCATION AND INCENTIVES TO PROTECT THE ENVIRONMENT AND IMPROVE QUALITY OF LIFE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Develop policies that lessen the effects of the built environment on natural resources, continued	Sidewalk Conditions Report	Support and promote alternatives means of transportation, especially biking and walking		See Also Topic Area 5: Transportation	LEAD: DPW	1
		Encourage the reuse of upper floors of buildings as housing, especially in the Foreside district		See Topic Area: 4: Housing and 8: Land Use 	LEAD: Planning Board	1
		Transition to LED lighting (street lights, public buildings)			LEAD: DPW	2
		Promote the adaptive reuse of existing buildings, including historic ones		See Also Topic Area 1: Historic Resources	LEAD: Planning Board	
9.3.2. Explore alternative and additional recycling options	Resource Recovery Facility	Explore ways of increasing amount and range of materials recycled.			LEAD: DPW	1

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TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

OBJECTIVE 9.3: PROVIDE EDUCATION AND INCENTIVES TO PROTECT THE ENVIRONMENT AND IMPROVE QUALITY OF LIFE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Explore alternative and additional recycling options, continued		Provide recycling bins in public places			LEAD: DPW	1
	existing composting section at Recycling area Schools composting area	Expand the composting section and locate it prominently next to the recycle/trash windows.			LEAD: DPW	2
	Town of Eliot	Consider regionalizing recycling with the Town of Eliot SEE END NOTE 9.3.2.A.			LEAD: DPW, Town Council PARTNER: Town of Eliot	1
		Consider a ban on plastic bags and plastic water bottles			LEAD: Town Council	2
		Consider adopting a Pay-As-You-Throw program to encourage recycling			LEAD: DPW	2

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TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

OBJECTIVE 9.3: PROVIDE EDUCATION AND INCENTIVES TO PROTECT THE ENVIRONMENT AND IMPROVE QUALITY OF LIFE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Explore alternative and additional recycling options, continued		Consider establishing a community workshop and tool lending library to reduce waste, duplication and to promote community connections. SEE END NOTE 9.3.2.B.				
		Develop a pilot program to demonstrate ways of reusing greywater for household use SEE END NOTE 9.3.2. C.		Also see 7.3.4.	LEAD: Kittery Wastewater Treatment Department	3
9.3.3. Promote ecological practices		Explore the benefits of establishing an electric vehicle charging station			LEAD: Town Manager	

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TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

OBJECTIVE 9.3: PROVIDE EDUCATION AND INCENTIVES TO PROTECT THE ENVIRONMENT AND IMPROVE QUALITY OF LIFE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
9.3.4. Continue to encourage businesses to consider more eco-friendly choices in their procedures and the goods and services they use and sell	Naked Bullfrog Program SEE END NOTE 9.3.3.	"Business-to-Business" mentoring and partnering.			LEAD: Naked Bullfrog, Conservation Commission, Town Council PARTNER: local Chambers of commerce	1
		Educate the public to consider the goods and services they use and encourage more sustainable choices.			LEAD: Energy Advisory Committee	1
9.3.5. Increase public awareness regarding need to protect the environment for future generations	Energy Advisory Committee UNH students	Increase involvement of schools in environmental stewardship			LEAD: Energy Advisory Committee PARTNERS: Schools	1

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OBJECTIVE 9.3: PROVIDE EDUCATION AND INCENTIVES TO PROTECT THE ENVIRONMENT AND IMPROVE QUALITY OF LIFE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Increase public awareness regarding need to protect the environment for future generations, continued		Develop materials regarding ways of reducing energy usage, impacts of fertilizers and lawn care on runoff water, etc.		See whether area towns have developed such materials (or whether some exist at State DEP)	LEAD: Energy Advisory Committee	1
		Provide information on options that would reduce pollutants entering area waters, and other ways of being more mindful of the environment			LEAD: Energy Advisory Committee PARTNERS: Conservation Committee	1
		Consider banning bottled water at all municipal and school meetings			LEAD: Town Council, School Department	1

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TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

OBJECTIVE 9.3: PROVIDE EDUCATION AND INCENTIVES TO PROTECT THE ENVIRONMENT AND IMPROVE QUALITY OF LIFE						
Strategy	Existing Resources	Potential Actions Not Limited to the Following	Funding	Notes	Lead & Partners	Priority
Increase public awareness regarding need to protect the environment for future generations, continued		Continue to educate and work with owners of existing commercial and residential projects on a voluntary and cooperative basis to retrofit existing stormwater systems, where necessary, to improve the quality of the stormwater discharge.			LEAD: Stormwater Coordinator, DPW PARTNERS: owners of residential and commercial properties	ON-GOING

TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

END NOTES

END NOTE 9.1.1.A. The MIT Science Impact Collaborative completed a Stakeholder Assessment Report for Climate Adaptation for the Town of Wells, Maine. See: https://necap.mit.edu/sites/default/files/documents/Wells%20Stakeholder%20Assessment_Finalized_March%202014.pdf

The MIT SIC engages in community-based action research projects, MIT SIC researchers—including doctoral students, masters students, and faculty from the MIT Department of Urban Studies and Planning—train emerging environmental professionals while simultaneously testing the latest environmental planning methods and providing assistance to communities and policy-makers who seek their help. See their website for more information: <http://scienceimpact.mit.edu>

END NOTE 9.1.1.B. Complete a Climate Adaptation Study. The study should explore such techniques¹ as:

- Wetland restoration
- Open space designation/acquisition
- Designation of “future” flood or wetland areas
- Tidal flow control management
- Emergency access rerouting
- Stormwater improvements
- Adaptation to sea level rise as a design requirement for the elevation and siting of homes
- Dune restoration

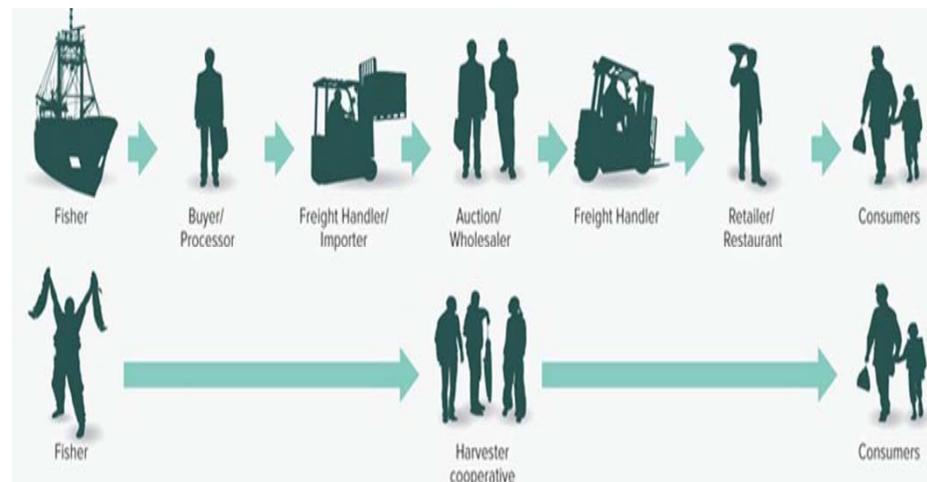
¹ From Maine Geological Survey, Department of Conservation, “Pursuing Coastal Community Resiliency in Southern Maine.”

- Beach nourishment
- Selective structure improvement
- Utility relocation

See: **Projected Storm Surge, Sea-Level Rise, and Extreme Precipitation Study**, New Hampshire Coastal Risks and Hazards Commission Report, March 18, 2016. See: <http://nhcrhc.stormsmart.org/draft-for-comment/>

Also see: **Climate Change Adaptation Report**, Georgetown, Maine, Georgetown Conservation Commission, 2015. See: <http://gtownconservation.com/wp-content/uploads/2015/08/Georgetown-Adaptation-Report-ALL-chapters-FINAL-8.75x11.25-v10forPDFonlineV2.pdf>

END NOTE 9.1.6. Dock to Dish Programs. “Dock to Dish Programs connect small-scale fishermen to regional communities in sustainable seafood sourcing cooperatives that build resilience to climate change.”



TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

More more info, see: <https://docktodish.com>

END NOTE 9.3.2.A. The **Transfer Stations of Kittery and Eliot**, respectively, are four miles apart. It may be desirable to specialize in the type(s) of processing or consider merging into one regional facility. In the case of a merger, this may require additional staff due to the fact that there would be an increase in the amount of materials being recycled (staff could be from Kittery and/or Eliot).

END NOTE 9.3.2.B. Tool Lending Library. Many communities are supporting the “sharing economy” to help reduce waste as well to help build community among residents. One example is the Berkeley Tool Lending Library which offers thousands of tools for free to city residents and property owners. Borrowers must be over the age of 18, and no more than 10 items may be borrowed at any one time. First-time borrowers must present photo ID, a Berkeley Public Library card, and a recent utility bill in their name.

For more examples see:

<https://www.newdream.org/resources/2011-05-start-a-tool-library-in-your-community>

END NOTE 9.3.2.C.. **Grey water** is the water that comes out of the drains of showers, baths, sinks, and washing machines. It is distinctly different from black water, which is what gets flushed down the toilet. Grey water can be used for watering houseplants, landscaping, or even flushing the toilet, so it's a resource that can be used twice. The problem is that our modern plumbing doesn't distinguish between the two, but instead combines them and sends onward as sewage, so unless we manually divert or capture it, grey water essentially becomes

black water, rendering it useless until it goes through the municipal water treatment process. Not all grey water is the same, as the water coming from the kitchen sink or dishwasher can contain a lot of organic matter and has the potential for harboring pathogens (and kitchen sink water, under some codes, is actually considered black water and is not to be used), but a bathroom sink or tub often has minimal amounts of organic matter and soap residue. However, with the proper system, such as a bio filter or mulched basin, using grey water from the kitchen sink is an accepted practice.² For more see:

<https://en.wikipedia.org/wiki/Greywater>

END NOTE 9.3.3. Green Alliance Program. An organization working in Kittery and Portsmouth to encourage and promote sustainable business practices and to increase awareness in consumers regarding “green” choices. See:

<http://www.greenalliance.biz/about-us>

REFERENCES

² How to reuse grey water in the home and yard, Treehugger Sustainability Made Stylish, June 2, 2014
<http://www.treehugger.com/green-home/how-reuse-grey-water-home-and-yard.html>

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The University of Maine, *Maine's Climate Future: 2015 Update*.
Orno, ME.

Maine Geological Survey, *"Pursuing Coastal Community Resiliency in Southern Maine."*

Maine Department of Environmental Protection, Summary and Recommendations from the Environmental and Energy Resources Working Group. *"Monitoring, Mapping, Modeling, Mitigation and Messaging: Maine Prepares for Climate Change."* September 2014.

FEMA Flood Insurance Rate Maps (in preparation)

National Climate Assessment sea level rise projections

NOAA/USACE sea level rise projections

PARTIAL LIST OF ADDITIONAL RESOURCES

Northeast Climate Hub: a regional climate resource established by the US Department of Agriculture for adaptation and mitigation coordination in the agriculture and forestry sectors.

Maine Department of Transportation: the Department is evaluating the vulnerability of state-owned roads, bridges, and culverts to rising sea levels.

Maine Sea Grant and University of Maine Cooperative Extension have developed a portfolio of adaptation initiatives for coastal communities in Maine to build resilience to storms, sea level rise, and changing fisheries.

The **Climate Change Institute at the University of Maine** offers a number of tools for collecting information and predicting the effects of climate change on a community.

Maine Coastal Mapping Initiative (MCMI) is a coalition created by the Maine Coastal Program in 2012 that collects and serves critical hydrographic data to assist coastal managers and planners in maintaining vibrant marine ecosystems, expanding offshore economic opportunities, and preparing for environmental changes. www.main.gov/dacf/mcp/planning/mcmi

Sea Level Adaptation Working Group - Road Infrastructure Assessment Report (June 2015)

This report was generated by the Saco Bay Sea Level Adaptation Working Group (SLAWG) for the purpose of identifying and assessing the potential impacts of several different scenarios of sea level rise or storm surge on both public and private roads within the Saco Bay region.

Evacuation Route Signs & Emergency Shelters - Considerations For York County Coastal Communities (June 2016)

This report and accompanying map are intended to be an overview of York County's current evacuation sign system and how it relates to the State-designated evacuation routes and emergency shelter locations. Specific suggestions and observations from SMPDC and the Committee are also included in the report as well as a list of helpful materials.

[Click Here To View The Accompanying Map](#)

TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE

Natural Disaster Debris Management Site Planning - Considerations For York County Coastal Communities (May 2016)

This report and accompanying map are intended to be an overview on identifying potential debris management sites and understanding the logistics that surround choosing these sites. Specific suggestions and observations from SMPDC and the Committee are also included in the report as well as a more extensive list of helpful materials.

[Click Here To View The Accompanying Map](#)

Sea Level Rise Municipal Comprehensive Plan Chapters

SMPDC offers support and technical assistance for communities who wish to include Sea Level Rise chapters in their Comprehensive Plan updates.

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APPENDIX

DEFINITIONS, ABBREVIATIONS AND ACRONYMS

BIG: Boating Infrastructure Grants, a funding opportunity from the U.S. Fish and Wildlife Service for projects that may benefit recreational transient boats 26 feet length (or longer).

Contract zoning is a land use regulation where a local zoning authority accommodates a private interest by rezoning a district or a parcel of land within that district, on the condition that the limitations or restrictions set by the town for those parcels are accepted by the owner. The conditions are not necessarily applied to other similarly zoned parcels¹. An example of contract zoning would be²: If an area is zoned for residential use, but a business wants its land use to be commercially zoned, it would be considered contract zoning if the town government rezoned that particular area as commercial, based on an agreement by the business to restrict their use to avoid some type of operation that the Town deemed to be objectionable to the public, such as emissions from a factory. Another instance of contract zoning is the restrictive agreement that in exchange for the land being given a commercially zoned classification, the business agrees not to build a large parking lot.

CLG: Certified Local Government Program

¹ from https://en.wikipedia.org/wiki/Contract_zoning

² Read more: http://real-estate-law.freeadvice.com/real-estate-law/zoning/contract_zoning.htm#ixzz4Uv7YaBYe

Demolition Delay Ordinance: If the building is listed or eligible for listing on the National Register, a six or twelve or eighteen-month delay is imposed; all other preferably preserved buildings receive a demolition delay of less time. The delay is the central component of the ordinance, and its purpose is to add options to save the building before obtaining of a demolition permit from the city's Inspectional Services Department.

FEMA: Federal Emergency Management Agency, agency responsible for disaster response and floodplain mapping

FIRM: Flood Insurance Rate Maps, produced by FEMA in support of the National Flood Insurance Program (NFIP)

Inclusionary Zoning: refers to municipal ordinances that require a given share of new construction to be affordable by people with low to moderate incomes.

KACTS: Kittery Area Comprehensive Transportation System

KKC: Kittery Community Center

KLT: Kittery Land Trust

KOSAC: Kittery Open Space Advisory Committee

KPA: Kittery Port Authority, municipal body in charge of moorings, floats, docks, other landside facilities, and oversight of the Kittery Harbor Master

MHPC/SHPO: MHPC is the Maine Historic Preservation Commission. The agency also serves as the State Historic Preservation Office (SHPO)

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NFIP: National Flood Insurance Program, which provides flood insurance for flood risk

OBD: Overboard discharge (for solid waste)

NOAA: National Oceanic and Atmospheric Administration; an agency of the U.S. Department of Commerce. NOAA is responsible for creation of maritime navigational charts

No Wake Zone: a section of a waterbody where boat speeds are limited so to avoid creation of a wake behind the vessel.

PNS: Portsmouth Naval Shipyard. A facility of the US Navy, the Shipyard is responsible for the overhaul, repair, and modernization of naval submarines. The Shipyard also serves as the home port for three “medium endurance” US Coast Guard cutters. Shipbuilding in the region began in the late 1600s, with numerous ships build at the Naval Shipyard in the 1800s, and is a major local employer.

SMPC: Southern Maine Planning Commission (regional planning agency)

Transfer of Development Rights (TDR): is a voluntary, incentive-based program that allows landowners to sell development rights from their land to a developer or other interested party who then can use these rights to increase the density of development at another designated location.

WWTP: Wastewater treatment plant

WILSSA: Wood Island Life Saving Station Association

APPENDIX

STATE REQUIREMENTS

07-105 STATE PLANNING OFFICE (*obsolete; the rule chapter has been reassigned to 01 - Department of Agriculture, Conservation and Forestry*)

Chapter 208: COMPREHENSIVE PLAN REVIEW CRITERIA RULE

SUMMARY: This chapter establishes the criteria the State Planning Office uses to review community comprehensive plans for consistency with the goals and guidelines of the *Growth Management Act* (30-A M.R.S.A. §§ 4312 - 4350). The Office uses this Chapter to review and comment on proposed comprehensive plans under §4347-A(1) of the Act, and to review the plan component of local growth management programs for which certification has been requested under §4347-A(2).

SECTION 1. GENERAL PROVISIONS AND PROCEDURES

1. Purpose

The primary purpose of this Chapter is to establish the process and criteria the State Planning Office uses to review community comprehensive plans for consistency with the goals and guidelines of the *Growth Management Act* (30-A M.R.S.A. §§ 4312 - 4350). If a community requests certification of its growth management program under 30-A M.R.S.A. §4347-A(2), the Office also uses this Chapter to review the comprehensive plan component of that program. This Chapter sets forth a two-part process for the Office's consistency review: 1) a completeness determination for all required elements of a comprehensive plan; and 2) a more in-depth review of the Future Land Use Plan.

The criteria of this Chapter are based on the Act's goals, substantive guidelines, and procedures. They are not intended to prohibit or discourage a community from developing a plan, ordinance, or program that is more specific or detailed, or that covers more subject areas than called for by required elements.

2. Definitions

The following acronyms are used in this and other sections of the Rule:

MDEP = Maine Department of Environmental Protection

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MIFW= Maine Department of Inland Fisheries and Wildlife

MDMR= Maine Department of Marine Resources

MDOC= Maine Department of Conservation

MNAP= Maine Natural Areas Program MDOC

BwH= Beginning with Habitat Program (MIFW)

SPO= Maine State Planning Office

M.R.S.A.= Maine Revised Statutes Annotated

LURC= Land Use Regulation Commission

The following terms, as used in the Act and this Chapter, have the following meanings unless the context indicates otherwise:

- A. **Act:** "Act" means the *Growth Management Act* (30-A M.R.S.A. §§ 4312-4350.).
- B. **Adopted regional plan:** "Adopted regional plan" means a land use planning document that was drafted no longer than 10 years prior to the applicable comprehensive plan submission and endorsed by the Executive Board of the applicable regional planning organization or adopted by at least 51% of the communities covered by the regional plan.
- C. **Amendment:** "Amendment" means a change to a comprehensive plan that is adopted subsequent to an Office finding that the plan is consistent with the *Growth Management Act*.
- D. **Applicable regional council:** "Applicable regional council" means the council of governments, established under 30-A M.R.S.A. §§ 2311-2316, or regional planning commission, established under 30-A M.R.S.A. §§ 2321-2326, that is the authorized review agency for the regional planning and development district or subdistrict, designated under 30-A M.R.S.A. §§ 2341-2342, within which the community submitting a comprehensive plan or zoning ordinance is located.
- E. **Arterial:** "Arterial" means a highway providing long-distance connections as approved by the Federal Highway Administration pursuant to 23 Code of Federal Regulation, Section 470.105(b)(1999) and as so designated by MaineDOT pursuant to the Maine Highway Driveway and Entrance regulations, 17-229 CMR 299.

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- F. **Business day:** “Business Day” means any day that the Office is open for business.
- G. **Capital Investment:** “Capital Investment” means expending municipal funds of \$20,000 or more to purchase assets of land, machinery, equipment, or buildings.
- H. **Capital Investment Plan:** “Capital Investment Plan” (CInP) means a summary list of municipal capital investments anticipated during the planning period in order to implement the strategies in the comprehensive plan.
- I. **Commercial development:** “Commercial development” means for-profit business operations that provide goods, services, or commodities. For the purposes of this Chapter, home occupations are not considered commercial development.
- J. **Community:** “Community” means any municipality or multi-municipal region.
- K. **Comprehensive plan:** “Comprehensive plan” or “plan” means a document or interrelated documents developed by a community in accordance with the procedural provisions of 30-A M.R.S.A. §4324, the substantive requirements of 30-A M.R.S.A. §4326, and contain the required elements identified in section 2 of this chapter.
- L. **Comprehensive Planning Data Set:** “Comprehensive Planning Data Set” means data provided upon request by the Office or it’s designee for the preparation of a comprehensive plan. Though additional data may be provided, only the minimum data components needed to meet the minimum requirements of this Chapter are considered the “Comprehensive Planning Data Set”.
- M. **Critical natural resource:** “Critical natural resources” means the following natural resources which under federal and/or state law warrant protection from the negative impacts of development:
- (1) Resource Protection District areas as set forth in MDEP Guidelines for Municipal Shoreland Zoning Ordinances (Chapter 1000 § 13.A) pursuant to the *Mandatory Shoreland Zoning Act* (38 M.R.S.A. §438-A, subsection 1);
 - (2) Wetlands of special significance as defined in MDEP Wetlands and Waterbodies Protection Rules (Chapter 310 § 4);
 - (3) Significant wildlife habitat as defined in the *Natural Resources Protection Act* (38 M.R.S.A. §480-B(10))
 - (4) Threatened, endangered and special concern animal species habitat as identified and mapped by MIFW pursuant to the *Maine Endangered Species Act* (12 M.R.S.A., Chapter 925);

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- (5) Significant freshwater fisheries spawning habitat as identified and mapped by MIFW or MDMR;
- (6) Natural communities that are critically imperiled (S1), imperiled (S2) or rare (S3) as defined and mapped by MNAP;
- (7) Areas containing plant species declared to be threatened or endangered by the MDOC.
- (8) Coastal sand dune systems as defined in the *Natural Resources Protection Act* (38 M.R.S.A. §480-B(1));
- (9) Fragile mountain areas as defined in the *Natural Resources Protection Act* (38 M.R.S.A. §480-B(3)); or
- (10) National Natural Landmarks designated by the National Park Service pursuant to its National Natural Landmark Program (36 Code of Federal Regulation, Section 62).

N. **Critical rural area:** "Critical rural area" means a rural area that is specifically identified and designated by a community's comprehensive plan as deserving maximum protection from development to preserve natural resources and related economic activities that may include, but are not limited to, significant farmland, forest land or mineral resources; high-value wildlife or fisheries habitat; scenic areas; public water supplies; scarce or especially vulnerable natural resources; and open lands functionally necessary to support a vibrant rural economy.

O. **Critical waterfront area:** "Critical waterfront area" means a shorefront area characterized by functionally water-dependent uses, as defined in M.R.S.A. 38 §436-A(6), and specifically identified and designated by a community's comprehensive plan as deserving maximum protection from incompatible development.

P. **Floor area:** "Floor area" means the total area covered by all floors in a building, typically measured in square feet or acres.

Q. **Growth area:** "Growth area" means an area that is designated in a community's comprehensive plan as suitable for orderly residential, commercial, or industrial development, or any combinations of those types of development and related infrastructure, and into which most development projected over 10 years is directed.

R. **Growth management program:** "Growth management program" means a set of interrelated documents that comprise a comprehensive plan and implementation program, including zoning ordinances, as described in 30-A M.R.S.A. §4326.

S. **Habitat connections:** "Habitat connections" means those areas that link large habitat blocks based on a prioritized habitat analysis prepared by Beginning with Habitat.

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- T. **Important Natural Resources:** “Important Natural Resources” means those areas in the community important for strategic conservation planning purposes, and not classified as Critical Natural Resources, comprised of one or more of the following:
- (1) Large habitat blocks as identified by the BwH;
 - (2) Habitat connections as identified by the BwH;
 - (3) Focus Areas of Statewide Ecological Significance as identified in Maine’s Wildlife Action Plan, prepared by the MIFW;
 - (4) Exemplary Natural Community locations as defined by the MNAP.
- U. **Industrial development:** “Industrial development” means business operations that manufacture, process, or store goods or commodities. For the purposes of this Chapter, home occupations are not considered industrial development.
- V. **Institutional development:** “Institutional development” means establishments such as governmental facilities, colleges, vocational schools, hospitals, or health care facilities.
- W. **Large habitat blocks:** “Large habitat blocks” means contiguous, undeveloped areas of 500 acres or more as identified and mapped by BwH.
- X. **Low impact development:** “Low impact development” means a process of developing land that combines site design strategies and best management practices to limit the volume and flows of runoff from a developed site and treat and infiltrate precipitation on the site in a way that mimics its natural hydrology.
- Y. **Managed forest lands:** “managed forest lands” means lands managed for any of the following purposes: timber stand improvement, timber or other forest products harvesting, regeneration of forest stands, habitat management, aesthetics, recreation, or water quality protection.
- Z. **Marine transportation facilities:** “Marine transportation facilities” means public and private facilities used for cargo and/or passenger transport that rely on water access, including infrastructure and support facilities such as buildings, piers, docks, parking, and storage.
- AA. **Minimal commercial/institutional development:** “Minimal commercial development” means that there has been less than a ten (10) percent increase in the floor area devoted to commercial and institutional development in the community over the previous ten (10) years.
- BB. **Minimal industrial development:** “Minimal industrial development” means that there has been less than a ten (10) percent increase in the floor area devoted to industrial development in the community over previous ten (10) years.

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CC. **Minimal residential development:** “Minimal residential development” means that residential development in the community is characterized by:

- (1) Less than five (5) percent population growth over the previous ten (10) years; and
- (2) Less than fifty (50) units of residential housing, including apartment, condominium, and seasonal units, constructed over previous ten (10) years.

DD. **Mobility corridor:** “Mobility corridor” means an arterial that is a designated “mobility corridor” pursuant to the Maine Highway Driveway and Entrance regulations, 17-229 CMR 299.

EE. **Multi-function wetlands:** “Multi-function wetlands” means those wetlands found to provide three or more wetland functions as depicted on the Wetlands Characterization Maps developed by the Office.

FF. **Municipal growth-related capital investment:** “Municipal growth-related capital investment” means investment by the municipality in the following projects, even if privately-owned, using municipal, county, state, federal, or other public funds, in the form of a purchase, lease, grant, loan, loan guarantee, credit, tax credit, or other financial assistance:

- (1) Construction of new transportation infrastructure or capacity;
- (2) Construction or acquisition of newly constructed multifamily rental or affordable housing;
- (3) Development of industrial or business parks;
- (4) Construction or extension of sewer, water, or other utility lines;
- (5) Construction of public, quasi-public, or private service infrastructure, facilities, and community buildings; or
- (6) Construction or expansion of municipal office buildings, municipal educational facilities, and other quasi-public facilities and other civic buildings that serve public clients and customers.

Municipal growth-related capital investment does not include investment in the following: mobile equipment, the operation or maintenance of a municipal facility or program; maintenance of existing transportation infrastructure without significantly expanding capacity; or municipal revenue sharing.

GG. **Municipal officers.** "Municipal officers" means the selectmen or councilors of a town, or the mayor and aldermen or councilors of a city.

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- HH. **Non-point sources of pollution.** “Nonpoint sources of pollution” means facilities, activities, or any circumstance that cause rainfall, snowmelt, or irrigation water, running over land or through the ground, to pick up pollutants and to deposit them into rivers, lakes, coastal waters, or ground water.
- II. **Office:** "Office" means the State Planning Office.
- JJ. **Planning committee:** "Planning committee" means the committee established by the municipal officers of a municipality, or combination of municipalities, in accord with 30-A M.R.S.A. §4324(2), which has general responsibility for the comprehensive plan.
- KK. **Planning period:** “Planning period” means a minimum of ten (10) years.
- LL. **Regional council:** "Regional council" means the council of governments, established under 30-A M.R.S.A. §§ 2311-2316, or regional planning commission, established under 30-A M.R.S.A. §§ 2321-2326, that is the authorized review agency for the regional planning and development district or subdistrict, designated under 30-A M.R.S.A. §§ 2341-2342.
- MM. **Rural area.** "Rural area" means a geographic area that is identified and designated in a community's comprehensive plan as an area that is deserving of some level of regulatory protection from unrestricted development for purposes that may include, but are not limited to, supporting agriculture, forestry, mining, open space, wildlife habitat, fisheries habitat, and scenic lands, and away from which most development projected over 10 years is diverted.
- NN. **Shoreland zone:** “Shoreland zone” means the same as “Shoreland Area” in the *Mandatory Shoreland Zoning Act* (38 M.R.S.A. §§ 435 - 449 .).
- OO. **Significant freshwater fisheries habitat:** “Significant freshwater fisheries habitat” means any freshwater river, stream, brook, lake, or pond that is identified as:
- (1) a brook trout habitat as depicted on maps developed by the Maine Department of Inland Fisheries and Wildlife; or
 - (2) rare, native fish habitat as depicted on maps developed by the MIFW; or
 - (3) diadromous fisheries habitat as depicted on maps developed by the Maine Department of Marine Resources.
- PP. **State Transportation System:** “State transportation system” means:
- (1) Maine Department of Transportation and Maine Turnpike Authority administered or supervised state or state aid highways along with associated sidewalks, paths, trails, and/or bridges;

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- (2) Maine Department of Transportation administered or supervised marine highways, airports, and rail lines along with associated sidewalks, paths, trails, and/or bridges; and
- (3) Any associated facilities essential to the safe and efficient operation of those state transportation systems, including but not limited to highway maintenance facilities, transit/rail stations, toll plazas, ferry terminals, cargo ports, intermodal transportation centers, weigh stations, rest areas, visitor information centers, service plazas, and park-and-ride lots, as well as parking lots and other infrastructure serving those facilities.
- QQ. **Stream:** "Stream" means the same as "Stream" in the *Mandatory Shoreland Zoning Act* (38 M.R.S.A. §436-A (12))
- RR. **Strip development:** "Strip development" means a pattern of development, usually commercial in nature, in which individual establishments have direct access to a single arterial or main thoroughfare. Strip developments are generally not in downtown areas and often lack pedestrian facilities, but are characterized by automobile-focused access with multiple curb cuts in relatively short distances.
- SS. **Transit services:** "Transit services" means public or private operations that provide transportation to the public, such as rail and bus operations.
- TT. **Transitional area:** "Transitional area" means an area that is designated in a community's comprehensive plan as suitable for a share of projected residential, commercial, or industrial development but that is neither intended to accept the amount or density of development appropriate for a growth area nor intended to provide the level of protection for rural resources afforded in a rural area or critical rural area.
- UU. **Wetlands:** "Wetlands" means any coastal wetlands or freshwater wetlands as defined below:
- (1) Coastal wetlands means all tidal and subtidal lands; all lands with vegetation present that is tolerant of salt water and occurs primarily in a salt water or estuarine habitat; and any swamp, marsh, bog, beach, flat or other contiguous low land that is subject to tidal action during the highest tide level for the year in which an activity is proposed as identified in tide tables published by the National Ocean Service. Coastal wetlands may include portions of coastal sand dunes.
- (2) Freshwater wetlands include freshwater swamps, marshes, bogs, and similar areas (other than areas considered part of a great pond, coastal wetland, river, stream, or brook) that are inundated or saturated by surface or ground water at a frequency and for a duration sufficient to support, and which under normal circumstances do support, a prevalence of wetland vegetation typically adapted for life in saturated soils. Freshwater wetlands may contain small stream channels or inclusions of land that do not conform to the above defining criteria.
- VV. **Zoning ordinance:** "Zoning ordinance" means a municipal land use ordinance that:
- (1) Divides a community into zoning districts and prescribes the reasonable application of different regulations in each district to encourage orderly growth and development and implement a community's designation of growth and rural areas in its comprehensive plan; and

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(2) Has been developed by the community in accordance with the procedural provisions and the substantive requirements of 30-A M.R.S.A. §§ 4324, 4326, and 4352.

3. Transition Clause

A. Communities that have submitted plans or amendments to plans to the Office for review prior to July 1, 2011 but have not yet received a Finding of Consistency have two options:

(1) Resubmit the plan for review under the provisions set forth in this Chapter. Resubmission resets the comment and findings deadlines set forth in 30-A M.R.S.A. §4347-A(3-A); or

(2) Continue to be reviewed under the review standards of the earlier version of Chapter 208 (as originally adopted September 20, 2007) until found consistent, provided consistency is determined within 24 months after the initial finding letter is issued pursuant to 30-A M.R.S.A. §4347-A(3-A).

B. Plans or amendments to plans submitted to the Office for review after July 1, 2011 must comply with the requirements of this Chapter, except that if a community submits a plan or amendments to a plan developed by a planning committee that was formed and held its first meeting prior to the effective date of this Chapter, the community has the option of having the Office review the plan or amendments under the review standards of the earlier version of Chapter 208 (as originally adopted September 20, 2007) or this amended Chapter, provided that the plan is submitted for review prior to December 30, 2011.

4. Submission Requirements

Plans submitted to the Office for review under this Chapter must be submitted in a manner and on forms prescribed by the Office. The submission must include all of the applicable required elements in Section 2.

5. Review Process

A. Comment Solicitation

Pursuant to 30-A M.R.S.A. §4347-A(3-A), upon receipt of a comprehensive plan for review, the Office shall request written comments from applicable regional councils, state agencies, all municipalities contiguous to the community submitting a comprehensive plan, and any interested residents of the community or of contiguous municipalities. Comments must be received within twenty-five (25) business days of the Office receiving the plan submittal. The Office shall consolidate all written comments from all sources and forward them to the community and any applicable regional council.

(1) State Agency Comments

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State agencies may comment on a submitted comprehensive plan. If they do so, comments must:

- a. Identify the comprehensive plan being commented on.
- b. Identify the state agency and the name and contact information of its designated review coordinator.
- c. List any missing elements identified during the agency's review.
- d. Conclude whether the comprehensive plan demonstrates the appropriate use of data provided by the agency, how the plan's policies, implementation strategies, and other provisions relate to the agency's objectives and directives, whether the plan supports the agency's programs and policies in carrying out the goals of the Act, and, if necessary, what goal of the Act is not adequately addressed.
- e. Suggest what additional measures, if any, the community might take to improve the quality or effectiveness of its comprehensive plan.

(2) **Regional Council Comments**

Regional councils may comment on a submitted comprehensive plan. If they do so, comments must:

- a. Identify the proposed comprehensive plan being commented on.
- b. Identify the regional council and the name and contact information of its principal reviewer.
- c. List any missing elements identified during the council's review.
- d. Evaluate whether the comprehensive plan addresses identified regional needs and policies, supports existing, adopted regional plans, and whether the plan supports the adopted or proposed comprehensive plans of contiguous municipalities.
- e. Solicit and provide comments to the Office from contiguous municipalities.
- f. Suggest what additional measures, if any, the community might take to improve the quality or effectiveness of its comprehensive plan.

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B. Notification of Completeness

Upon receipt of a comprehensive plan for review for consistency with the Act, the Office will review the plan for completeness; consider any comments received pursuant to Section 1.5(A); and, within thirty-five (35) business days of receiving the plan submittal, either issue a Notification of Completeness or notify the community in writing if there are any missing elements. The Office will issue a Notification of Completeness and begin its focused review of the Future Land Use Plan if the comprehensive plan:

- (1) Is submitted in a manner and on forms as prescribed by the Office;
- (2) Includes a vision statement that summarizes the community's desired future community character;
- (3) Includes a summary of the public participation process undertaken in accordance with the 30-A M.R.S.A. §4324;
- (4) Includes a regional coordination program is included in accordance with Section 2.3;
- (5) Includes the minimum required analyses, condition and trend data, policies, and strategies from Section 3;
- (6) Includes a Future Land Use Plan with associated maps and narrative;
- (7) Includes an implementation section; and,
- (8) Provides for future periodic evaluation of the plan and its implementation.

A Notification of Completeness means that portions of the plan other than the Future Land Use Plan have been accepted by the Office as consistent with the Act.

If missing elements are identified during the completeness review, the Office will notify the community in writing of the missing elements. If a community submits additional information to the Office in response to a notification of missing elements within ninety (90) business days, the Office will review the additional information and, within ten (10) business days of receipt, notify the community in writing if the missing elements have been adequately addressed. If the missing elements have been adequately addressed, the Office will issue a Notification of Completeness.

A new completeness review process begins if a community submits additional information to the Office in response to a notification of missing elements more than ninety (90) business days from that notification.

The deadline for issuing a Notification of Completeness may be extended upon mutual written agreement between the Office and the community.

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C. Notification of Consistency

Following the issuance of a Notification of Completeness, the Office will review a community's Future Land Use Plan under Section 4 of this Chapter, taking into account any comments received pursuant to Section 1.5(A). Within ten (10) business days of issuing a Notification of Completeness, the Office will notify the community by certified mail, return receipt requested, whether its plan has been found consistent with the *Growth Management Act*. This deadline may be extended upon mutual written agreement between the Office and the community.

The Office shall issue a Finding of Consistency for the comprehensive plan if:

- (1) A Notification of Completeness has been issued; and
- (2) The Office finds that the Future Land Use Plan conforms to Section 4.

The Office shall issue a Finding of Inconsistency if it finds that the comprehensive plan is not consistent with the *Growth Management Act*. A Finding of Inconsistency must identify:

- (1) The goal(s) of the *Growth Management Act* that is (are) not adequately addressed;
- (2) The specific section(s) of this Chapter that is not adequately addressed; and
- (3) Recommended measure(s) needed for a Finding of Consistency.

If the Office issues a Finding of Inconsistency, a community may submit revisions to address the inconsistencies in the findings within 24-months of the date of the Finding of Inconsistency. These revisions need not address new review standards that are established during that 24-month review time interval.

Within ten (10) business days of receipt of revisions, the Office will notify the community whether or not the revisions have addressed the inconsistencies. If the inconsistencies have been addressed, the Office will issue a Finding of Consistency. If not, the Office will issue a new Finding of Inconsistency.

If revisions are not submitted within twenty-four (24) months of the original Finding of Inconsistency, the community will need to resubmit its plan in accordance with section 1.4, if it wishes to pursue a finding of consistency.

A community may appeal the Office's Finding of Inconsistency to the Director of the Office pursuant to Section 1.6.

6. Appeal of a Finding of Inconsistency

APPENDIX**A. Making an Appeal**

A community whose comprehensive plan is found inconsistent with the *Growth Management Act* may appeal that finding to the Director of the Office, hereinafter referred to as the Director, as follows:

- (1) Any appeal of a Finding of Inconsistency must be made by the municipal officers of the community and must be received no later than twenty (20) business days after such a finding is received.
- (2) Such appeal must be made by filing with the Director a written notice of appeal specifying which portion or portions of the finding is being appealed, and on what grounds, in accordance with Section 1.6(B).

B. Grounds for Appeal

The grounds for an appeal are limited to and must specifically address one or more of the following:

- (1) errors of fact made during the review;
- (2) failure to apply and follow the process and criteria of this Chapter or the Act; or
- (3) arbitrary or capricious decision.

C. Procedure on Appeal

The Director may delegate the appeal to another senior staff person outside of the Office's Land Use Team who was not involved in the consistency review; hereinafter referred to as the Designee.

Upon being notified of an appeal, the Land Use Team Director shall transmit to the Director or Designee all of the papers constituting the record of the decision being appealed.

In considering an appeal, the Director or Designee shall:

- (1) examine relevant portions of the comprehensive plan submission, the relevant requirements of the Act and this Chapter, and the Finding of Inconsistency by the Land Use Team;

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- (2) determine, on the basis of the entire record presented, whether the Land Use Team followed the required process and reasonably interpreted the facts to reach the conclusion(s) upon which the Finding of Inconsistency under appeal was based; and
- (3) determine whether there are grounds for the appeal of the Finding of Inconsistency pursuant to Section 1.6(B).

D. **Decisions of the Director and Appeals to Superior Court**

(1) **Remand**

If the Director or Designee finds, based on the record presented, that there are ground(s) for appeal under Section 1.6(B), the Director or Designee shall remand with recommendation(s) all or a portion of the finding to Land Use Team Director for reconsideration. The decision of the Director or Designee to remand is not final agency action by the Office and is not appealable to Superior Court.

In the case of such a remand, the Land Use Team Director shall reconsider the original finding and issue a new finding based on the recommendation(s) of the Director or Designee within ten (10) business days. The Office will notify the community of the new consistency finding by certified mail, return receipt requested. The new consistency finding constitutes final agency action.

(2) **Decision finding no grounds for appeal**

If the Director or Designee finds no grounds for appeal, he/she will issue a notice of decision so stating. The Office will notify the community of the new consistency finding by certified mail, return receipt requested. The notice of decision finding no grounds for appeal constitutes final agency action.

(3) **Notice of right to appeal to Superior Court**

The Office's new finding or the Director's notice of decision finding no grounds for appeal must include an explanation of the community's right to judicial review of final agency action under 5 M.R.S.A. §§ 11001 -11008.

7. **Duration of Consistency Findings**

A Finding of Consistency under this Chapter is deemed valid for twelve (12) years from the date of issue. A Finding of Consistency issued under Chapter 202 is deemed valid until December 31, 2012 or twelve (12) years from the date of issue, whichever is later. An expired Finding of Consistency does not automatically make a plan inconsistent with the Act and this Chapter.

8. **Review of Amendments to Approved Comprehensive Plans**

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If a community proposes or adopts amendments to a comprehensive plan that previously has been found consistent with the Act, the community may submit the amendment(s) for review to determine if the changes affect the consistency finding. The Office will review the submitted amendments in the same manner as provided in this Chapter commensurate with the scope of the amendments. A state agency may be asked to comment if amendments are relevant to its topic area. Once the review process is complete, the Office will issue a finding in accordance with Section 1.5(C).

Communities need not submit amendments that do not affect the substance of the plan, such as typographical or grammar corrections. Such non-substantive corrections do not affect the consistency status of a community's comprehensive plan. Communities need not submit amendments that implement specific plan improvements suggested by the Office in a Finding of Consistency. Changes that implement such suggestions do not affect the consistency status of a community's comprehensive plan.

A Finding of Consistency for amendments does not reset the duration of the original plan consistency finding for the purposes of Section 1.6.

SECTION 2. REQUIRED ELEMENTS

1. Vision Statement

The plan must include a vision statement that summarizes the community's desired future community character in terms of economic development, natural and cultural resource conservation, transportation systems, land use patterns and its role in the region.

2. Public Participation Summary

The plan must include a summary of the public participation process used by the planning committee in developing the plan pursuant to 30-A M.R.S.A. §4324. The summary must indicate how information gathered during the public process was used to guide the plan's vision statement, analyses, policies and strategies.

3. Regional Coordination Program

Pursuant to 30-A M.R.S.A. §4326(4), a regional coordination program must be pursued with other communities (or LURC if the community abuts land under its jurisdiction) to manage shared resources and facilities, including but not limited to lakes, rivers, aquifers, and transportation facilities. The plan must identify any shared resources and facilities, describe any conflicts with neighboring communities' policies and strategies pertaining to shared resources and facilities and describe what approaches the community will take to coordinate management of shared resources and facilities. In addition, the plan must include a summary of regional coordination efforts from all applicable topic areas.

4. Future Land Use Plan

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The plan must include a Future Land Use Plan that meets the requirements set forth in Section 4. The Future Land Use Plan will be the focus of the Office's in-depth review for consistency with the Act.

5. Topic Area Components

In order to be found consistent with the *Growth Management Act*, the plan must contain the state goal, analyses, condition and trend data, policies, and strategies for each of the required topic areas in Section 3. These minimum requirements in no way limit a community from expanding its plan to include additional information, analyses, policies, and strategies. A comprehensive plan submission may replace a Topic Area Component as described in Section 3 with an adopted regional (multi-municipal) plan (e.g. regional housing plan, regional transportation plan, etc.) so long as the regional plan meets the minimum required analyses, conditions and trend data, policies, and strategies from Section 3, the regional plan is included as an appendix in your comprehensive plan, and the regional plan was drafted within 10 years of the comprehensive plan submission.

A. State Goals

The plan must indicate the state goal or goals relevant to each topic area as identified in Section 3. Local goals may be added but are not required.

B. Analyses

The plan must identify the issues facing the community using the series of questions for each of the topic areas in Section 3. These questions get to the heart of the issues a community must plan for to address the state goals. A community must address each of these questions in its plan's narrative, unless determined not to be applicable per Section 2.6.

C. Conditions and Trends

To provide a basis for the analyses, the plan must include sufficient data necessary to identify current conditions and future trends for each of the topic areas in Section 3. Some of the data requirements will not be applicable in a given community and therefore will not be required in accordance with Section 2.6. Much of the data will be provided by state agencies. Some data are only available from local sources. All data should be verified locally, if possible.

Data provided by state agencies for each of the topic areas are compiled into comprehensive planning data sets. The comprehensive planning data sets are provided by the Office upon request from a community, regional council, or consultant on behalf of a community. If a community or regional council has requested a comprehensive planning data set and not received it within eight months of the request, then those state data components and associated analyses are not required for a Notification of Completeness or a Finding of Consistency.

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Data included in the comprehensive planning data sets are considered the most current data available and will be considered current for comprehensive plan reviews for three (3) years. Communities taking longer than three years to prepare a plan should request a new state data set from the Office and update the plan accordingly prior to submitting it to the Office for a consistency review.

If a community obtains data directly from a state agency by any means other than the request of a comprehensive planning data set from the Office then that data will also be considered current for comprehensive plan reviews for three (3) years from the date the data was received from its source.

If a community chooses to replace a topic area component with an adopted regional plan as defined and described in Section 2.5 then the topic area data components are exempted from the three (3) year age limit.

D. Policies

The minimum required policies for each topic area in Section 3 must be incorporated into a plan for it to be found consistent with the *Growth Management Act*. The language may be altered to better suit a community, but the specific intent of the minimum policy must remain. Altered policies must reflect the desired future direction of the community as stated in the community's vision statement.

E. Implementation Strategies

The strategies describe what actions the community will take to carry out its policies. Minimum required strategies identified in Section 3 for each topic area must be included unless sufficient alternative strategies are included. Alternative strategies will be considered by the Office to determine if they, in combination with the other strategies in the plan, address the goals of the Act. Strategies must identify the responsible party, anticipated timeline, and be developed pursuant to 30-A M.R.S.A. §4326(3).

6. Applicability

If a required element is determined by the community to not be applicable, an explanation for that determination must be provided in the comprehensive plan submission. Some items, such as the applicability of marine resources in inland communities, will require only a simple explanation or notation. Other items will require more detailed explanation. This provision is not intended to allow communities to circumvent the requirements for consistency with the Act. During its review of a comprehensive plan, the Office will make a final decision on the applicability of a required element by considering the following criteria:

- A. Does the information provided in the plan support the community's explanation of non-applicability?
- B. Does the exclusion of the required element create a gap in the information needed to support the Future Land Use Plan?

7. Evaluation

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The plan must include an outline describing how the community will periodically (at least every five years) evaluate the following:

- A. The degree to which future land use plan strategies have been implemented;
- B. Percent of municipal growth-related capital investments in growth areas;
- C. Location and amount of new development in relation to community's designated growth areas, rural areas, and transition areas (if applicable)
- D. Amount of critical natural resource, critical rural, and critical waterfront areas protected through acquisition, easements, or other measures.

If the community's evaluation concludes that portions of the current plan and/or its implementation are not effective, the community is encouraged to propose changes as needed.

8. Certification

A plan submitted for review under this Chapter must include the original signature(s) of the municipal officer(s) of the community under the following certification:

I (we) certify that this comprehensive plan was prepared with the intent of complying with the *Growth Management Act* (30 M.R.S.A. §§ 4312 - 4350.), that it includes all of the applicable required elements of the Maine Comprehensive Plan Review Criteria Rule (07-105 CMR 208), and that it is true and accurate.

SECTION 3. REQUIRED TOPIC AREAS

1. Historic and Archaeological Resources

A. State Goal

To preserve the State's historic and archaeological resources.

B. Analyses

To generate minimum analyses to address state goals, use Conditions and Trends data in Section 3.1(C) to answer the following questions.

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- (1) Are historic patterns of settlement still evident in the community?
- (2) What protective measures currently exist for historic and archaeological resources and are they effective?
- (3) Do local site plan and/or subdivision regulations require applicants proposing development in areas that may contain historic or archaeological resources to conduct a survey for such resources?
- (4) Have significant historic resources fallen into disrepair, and are there ways the community can provide incentives to preserve their value as an historical resource?

C. **Condition and Trends**

Minimum data required to address Analyses:

- (1) The community's Comprehensive Planning Historic Preservation Data Set prepared and provided to the community by the Historic Preservation Commission, and the Office, or their designees.
- (2) An outline of the community's history, including a brief description of historic settlement patterns and events contributing to the development and character of the community and its surroundings.
- (3) An inventory of the location, condition, and use of any historical or archaeological resource that is of local importance.
- (4) A brief description of threats to local historic resource and to those of state and national significance as identified by the Maine Historic Preservation Commission.

D. **Policies**

Minimum policy required to address state goals:

Protect to the greatest extent practicable the significant historic and archaeological resources in the community.

E. **Strategies**

Minimum strategies required to address state goals:

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- (1) For known historic archeological sites and areas sensitive to prehistoric archeology, through local land use ordinances require subdivision or non-residential developers to take appropriate measures to protect those resources, including but not limited to, modification of the proposed site design, construction timing, and/or extent of excavation.
- (2) Adopt or amend land use ordinances to require the planning board (or other designated review authority) to incorporate maps and information provided by the Maine Historic Preservation Commission into their review process.
- (3) Work with the local or county historical society and/or the Maine Historic Preservation Commission to assess the need for, and if necessary plan for, a comprehensive community survey of the community's historic and archaeological resources.

2. Water Resources

A. State Goal

To protect the quality and manage the quantity of the State's water resources, including lakes, aquifers, great ponds, estuaries, rivers, and coastal areas.

B. Analyses

To generate minimum analyses to address state goals, use Conditions and Trends data in Section 3.2(C) to answer the following questions.

- (1) Are there point sources (direct discharges) of pollution in the community? If so, is the community taking steps to eliminate them?
- (2) Are there non-point sources of pollution? If so, is the community taking steps to eliminate them?
- (3) How are groundwater and surface water supplies and their recharge areas protected?
- (4) Do public works crews and contractors use best management practices to protect water resources in their daily operations (e.g. salt/sand pile maintenance, culvert replacement street sweeping, public works garage operations)?
- (5) Are there opportunities to partner with local or regional advocacy groups that promote water resource protection?

APPENDIX**C. Conditions and Trends**

Minimum data required to address Analyses:

- (1) The community's Comprehensive Planning Water Resources Data Set prepared and provided to the community by the Department of Inland Fisheries and Wildlife, the Department of Environmental Protection and the Office, or their designees.
- (2) A description of each great pond, river, surface drinking water supply, and other water bodies of local interest including:
 - a. ecological value;
 - b. threats to water quality or quantity;
 - c. documented water quality and/or invasive species problems.
- (3) A summary of past and present activities to monitor, assess, and/or improve water quality, mitigate sources of pollution, and control or prevent the spread of invasive species.
- (4) A description of the location and nature of significant threats to aquifer drinking water supplies.
- (5) A summary of existing lake, pond, river, stream, and drinking water protection and preservation measures, including local ordinances.

D. Policies

Minimum policies required to address state goals:

- (1) To protect current and potential drinking water sources.
- (2) To protect significant surface water resources from pollution and improve water quality where needed.
- (3) To protect water resources in growth areas while promoting more intensive development in those areas.
- (4) To minimize pollution discharges through the upgrade of existing public sewer systems and wastewater treatment facilities.
- (5) To cooperate with neighboring communities and regional/local advocacy groups to protect water resources.

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E. Strategies

Minimum strategies to meet state goals:

- (1) Adopt or amend local land use ordinances as applicable to incorporate stormwater runoff performance standards consistent with:
 - a. Maine Stormwater Management Law and Maine Stormwater regulations (Title 38 M.R.S.A. §420-D and 06-096 CMR 500 and 502).
 - b. Maine Department of Environmental Protection's allocations for allowable levels of phosphorus in lake/pond watersheds.
 - c. Maine Pollution Discharge Elimination System Stormwater Program
- (2) Consider amending local land use ordinances, as applicable, to incorporate low impact development standards.
- (3) Where applicable, develop an urban impaired stream watershed management or mitigation plan that will promote continued development or redevelopment without further stream degradation.
- (4) Maintain, enact or amend public wellhead and aquifer recharge area protection mechanisms, as necessary.
- (5) Encourage landowners to protect water quality. Provide local contact information at the municipal office for water quality best management practices from resources such as the Natural Resource Conservation Service, University of Maine Cooperative Extension, Soil and Water Conservation District, Maine Forest Service, and/or Small Woodlot Association of Maine.
- (6) Adopt water quality protection practices and standards for construction and maintenance of public and private roads and public properties and require their implementation by contractors, owners, and community officials and employees.
- (7) Participate in local and regional efforts to monitor, protect and, where warranted, improve water quality.
- (8) Provide educational materials at appropriate locations regarding aquatic invasive species.

3. Natural Resources

A. State Goal

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To protect the State's other critical natural resources, including without limitation, wetlands, wildlife and fisheries habitat, sand dunes, shorelands, scenic vistas, and unique natural areas.

B. Analyses

To generate minimum analyses to address state goals, use Conditions and Trends data in Section 3.3(C) to answer the following questions.

- (1) Are any of the community's critical natural resources threatened by development, overuse, or other activities?
- (2) Are local shoreland zone standards consistent with state guidelines and with the standards placed on adjacent shorelands in neighboring communities?
- (3) What regulatory and non-regulatory measures has the community taken or can the community take to protect critical natural resources and important natural resources?
- (4) Is there current regional cooperation or planning underway to protect shared critical natural resources? Are there opportunities to partner with local or regional groups?

C. Conditions and Trends

Minimum data required to address Analyses:

- (1) The community's Comprehensive Planning Natural Resources Data Set prepared and provided to the community by the Department of Inland Fisheries and Wildlife, Department of Environmental Protection and the Office, or their designees.
- (2) A map or description of scenic areas and scenic views of local importance, and regional or statewide importance, if available.

D. Policies

Minimum policies required to address state goals:

- (1) To conserve critical natural resources in the community.
- (2) To coordinate with neighboring communities and regional and state resource agencies to protect shared critical natural resources.

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E. **Strategies**

Minimum strategies required to address state goals:

- (1) Ensure that land use ordinances are consistent with applicable state law regarding critical natural resources.
- (2) Designate critical natural resources as Critical Resource Areas in the Future Land Use Plan.
- (3) Through local land use ordinances, require subdivision or non-residential property developers to look for and identify critical natural resources that may be on site and to take appropriate measures to protect those resources, including but not limited to, modification of the proposed site design, construction timing, and/or extent of excavation.
- (4) Through local land use ordinances, require the planning board (or other designated review authority) to include as part of the review process, consideration of pertinent BwH maps and information regarding critical natural resources.
- (5) Initiate and/or participate in interlocal and/or regional planning, management, and/or regulatory efforts around shared critical and important natural resources.
- (6) Pursue public/private partnerships to protect critical and important natural resources such as through purchase of land or easements from willing sellers.
- (7) Distribute or make available information to those living in or near critical or important natural resources about current use tax programs and applicable local, state, or federal regulations.

4. **Agricultural and Forest Resources**

A. **State Goal**

To safeguard the State's agricultural and forest resources from development which threatens those resources.

B. **Analyses**

To generate minimum analyses to address state goals, use Conditions and Trends data in Section 3.4(C) to answer the following questions.

- (1) How important is agriculture and/or forestry and are these activities growing, stable, or declining?

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- (2) Is the community currently taking regulatory and/or non-regulatory steps to protect productive farming and forestry lands? Are there local or regional land trusts actively working to protect farms or forest lands in the community?
- (3) Are farm and forest land owners taking advantage of the state's current use tax laws?
- (4) Has proximity of new homes or other incompatible uses affected the normal farming and logging operations?
- (5) Are there large tracts of agricultural or industrial forest land that have been or may be sold for development in the foreseeable future? If so, what impact would this have on the community?
- (6) Does the community support community forestry or agriculture (i.e. small woodlots, community forests, tree farms, community gardens, farmers' markets, or community-supported agriculture)? If so, how?
- (7) Does the community have town or public woodlands under management, or that would benefit from forest management?

C. Conditions and Trends

Minimum data required to address Analyses:

- (1) The community's Comprehensive Planning Agriculture and Forestry Data Set prepared and provided to the community by the Department of Agriculture, the Maine Forest Service, and the Office, or their designees.
- (2) A map and/or description of the community's farms, farmland, and managed forest lands and a brief description of any that are under threat.
- (3) Information on the number of parcels and acres of farmland, tree growth, and open space enrolled in the state's farm, tree growth, and open space law taxation programs, including changes in enrollment over the past 10 years.
- (4) A description of any community farming and forestry activities (e.g. community garden, farmer's market, or community forest).

D. Policies

Minimum policies required to address state goals:

- (1) To safeguard lands identified as prime farmland or capable of supporting commercial forestry.

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- (2) To support farming and forestry and encourage their economic viability.

E. Strategies

- (1) Minimum strategies required to address state goals: Consult with the Maine Forest Service district forester when developing any land use regulations pertaining to forest management practices as required by 12 M.R.S.A. §8869.
- (2) Consult with Soil and Water Conservation District staff when developing any land use regulations pertaining to agricultural management practices.
- (3) Amend land use ordinances to require commercial or subdivision developments in critical rural areas, if applicable, maintain areas with prime farmland soils as open space to the greatest extent practicable.
- (4) Limit non-residential development in critical rural areas (if the town designates critical rural areas) to natural resource-based businesses and services, nature tourism/outdoor recreation businesses, farmers' markets, and home occupations.
- (5) Encourage owners of productive farm and forest land to enroll in the current use taxation programs.
- (6) Permit land use activities that support productive agriculture and forestry operations, such as roadside stands, greenhouses, firewood operations, sawmills, log buying yards, and pick-your-own operations.
- (7) Include agriculture, commercial forestry operations, and land conservation that supports them in local or regional economic development plans.

5. Marine Resources (if applicable)

A. State Goal and State Coastal Policies

- (1) To protect the State's marine resources industry, ports and harbors from incompatible development and to promote access to the shore for commercial fishermen and the public.
- (2) For coastal communities, the *Growth Management Act* requires that a local comprehensive plan address the state coastal management policies (38 M.R.S.A. §1801). These are:
 - a. To promote the maintenance, development, and revitalization of the State's ports and harbors for fishing, transportation and recreation;

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- b. To manage the marine environment and its related resources to preserve and improve the ecological integrity and diversity of marine communities and habitats, to expand our understanding of the productivity of the Gulf of Maine and coastal waters and to enhance the economic value of the State's renewable marine resources;
- c. To support shoreline management that gives preference to water-dependent uses over other uses, that promotes public access to the shoreline and that considers the cumulative effects of development on coastal resources;
- d. To discourage growth and new development in coastal areas where, because of coastal storms, flooding, landslides or sea-level rise, it is hazardous to human health and safety;
- e. To encourage and support cooperative state and municipal management of coastal resources;
- f. To protect and manage critical habitat and natural areas of state and national significance and maintain the scenic beauty and character of the coast even in areas where development occurs;
- g. To expand the opportunities for outdoor recreation and to encourage appropriate coastal tourist activities and development;
- h. To restore and maintain the quality of our fresh, marine and estuarine waters to allow for the broadest possible diversity of public and private uses; and,
- i. To restore and maintain coastal air quality to protect the health of citizens and visitors and to protect enjoyment of the natural beauty and maritime characteristics of the Maine coast.

B. Analyses

To generate minimum analyses to address state goals, use Conditions and Trends data in Section 3.5(C) to answer the following questions.

- (1) Is coastal water quality being monitored on a regular basis?
- (2) Is there a local or regional plan in place to identify and eliminate pollution sources?
- (3) Has closing of clam or worm flats threatened the shellfishing industry, and are sources of contamination known? If so, are sources point (direct discharge) or nonpoint sources?

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- (4) Are traditional water-dependent uses thriving or in decline? What are the factors affecting these uses? If current trends continue, what will the waterfront look like in 10 years?
- (5) Is there reasonable balance between water-dependent and other uses, and between commercial and recreational uses? If there have been recent conversions of uses, have they improved or worsened the balance?
- (6) How does local zoning treat land around working harbors?
- (7) Is there a local or regional harbor or bay management plan? If not, is one needed?
- (8) Are there local dredging needs? If so, how will they be addressed?
- (9) Is there adequate access, including parking, for commercial fishermen and members of the public? Are there opportunities for improved access?
- (10) Are important points of visual access identified and protected?

C. Conditions and Trends

Minimum data required to address Analyses:

- (1) The community's Comprehensive Planning Marine Resources Data Set prepared and provided to the community by the Department of Marine Resources, and the Office, or their designees.
- (2) A map and / or description of water-dependent uses.
- (3) A brief summary of current regulations influencing land use patterns on or near the shoreline.
- (4) A description of any local or regional harbor or bay management plans or planning efforts.
- (5) The location of facilities (wharves, boat ramps, pump-out stations, etc.), with a brief description of any regional or local plans to improve facilities.
- (6) A description or map showing public access points to the shore. Include a brief description of their use, capacity, physical condition, and plans to improve, expand, or acquire facilities such as parking or toilets.
- (7) A list of scenic resources along the shoreline, including current ownership (public or private) and any protections.

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D. Policies

Minimum policies required to address state goals:

- (1) To protect, maintain and, where warranted, improve marine habitat and water quality.
- (2) To foster water-dependent land uses and balance them with other complementary land uses.
- (3) To maintain and, where warranted, improve harbor management and facilities.
- (4) To protect, maintain and, where warranted, improve physical and visual public access to the community's marine resources for all appropriate uses including fishing, recreation, and tourism.

E. Strategies

Minimum strategies required to address state goals:

- (1) Identify needs for additional recreational and commercial access (which includes parking, boat launches, docking space, fish piers, and swimming access).
- (2) Encourage owners of marine businesses and industries to participate in clean marina/boatyard programs.
- (3) Provide information about the Working Waterfront Access Pilot Program and current use taxation program to owners of waterfront land used to provide access to or support the conduct of commercial fishing activities.
- (4) Support implement of local and regional harbor and bay management plans.
- (5) If applicable, provide sufficient funding for and staffing of the harbormaster and/or harbor commission.
- (6) Work with local property owners, land trusts, and others to protect major points of physical and visual access to coastal waters, especially along public ways and in public parks.

6. Population and Demographics

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A. **State Goal**

None required.

B. **Analyses**

To generate minimum analyses to address state goals, use Conditions and Trends data in Section 3.6(C) to answer the following questions.

- (1) Is the rate of population change expected to continue as in the past, or to slow down or speed up? What are the implications of this change?
- (2) What will be the likely demand for housing and municipal and school services to accommodate the change in population and demographics, both as a result of overall change and as a result of change among different age groups?
- (3) Does your community have a significant seasonal population, is the nature of that population changing? What is the community's dependence on seasonal visitors?
- (4) If your community is a service center or has a major employer, are additional efforts required to serve a daytime population that is larger than its resident population?

C. **Conditions and Trends**

Minimum data required to address Analyses:

- (1) The community's Comprehensive Planning Population and Demographic Data Set (including relevant local, regional, and statewide data) prepared and provided to the community by the Office or its designee.

D. **Policies**

None required.

E. **Strategies**

None required.

7. **Economy**

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A. State Goal

Promote an economic climate that increases job opportunities and overall economic well-being.

B. Analyses

To generate minimum analyses to address state goals, use Conditions and Trends data in Section 3.7(C) to answer the following questions.

- (1) Is the economy experiencing significant change, and how does this, or might this, affect the local population, employment, and municipal tax base?
- (2) Does the community have defined priorities for economic development? Are these priorities reflected in regional economic development plans?
- (3) If there is a traditional downtown or village center(s) in the community? If so, are they deteriorating or thriving?
- (4) Is tourism an important part of the local economy? If so, what steps has the community taken to support this industry?
- (5) Do/should home occupations play a role in the community?
- (6) Are there appropriate areas within the community for industrial or commercial development? If so, are performance standards necessary to assure that industrial and commercial development is compatible with the surrounding land uses and landscape?
- (7) Are public facilities, including sewer, water, broadband access or three-phase power, needed to support the projected location, type, and amount of economic activity, and what are the issues involved in providing them?
- (8) If there are local or regional economic development incentives such as TIF districting, do they encourage development in growth areas?
- (9) How can/does the community use its unique assets such as recreational opportunities, historic architecture, civic events, etc. for economic growth?

C. Conditions and Trends

Minimum data required to address Analysis:

- (1) The community's Comprehensive Planning Economic Data Set prepared and provided to the community by the Office or its designee.

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- (2) A brief historical perspective on how and why the current economy of the community and region developed.
- (3) A list of local and regional economic development plans developed over the past five years, which include the community.
- (4) Where does the community’s population work and where do employees in your community reside? A description of the major employers in the community and labor market area and their outlook for the future.
- (5) A description of any economic development incentive districts, such as tax increment financing districts, in the community.

D. Policies

Minimum policies required to address state goals:

- (1) To support the type of economic development activity the community desires, reflecting the community’s role in the region.
- (2) To make a financial commitment, if necessary, to support desired economic development, including needed public improvements.
- (3) To coordinate with regional development corporations and surrounding towns as necessary to support desired economic development.

E. Strategies

Minimum strategies required to address state goals:

- (1) If appropriate, assign responsibility and provide financial support for economic development activities to the proper entity (e.g., a local economic development committee, a local representative to a regional economic development organization, the community’s economic development director, a regional economic development initiative, or other).
- (2) Enact or amend local ordinances to reflect the desired scale, design, intensity, and location of future economic development.
- (3) If public investments are foreseen to support economic development, identify the mechanisms to be considered to finance them (local tax dollars, creating a tax increment financing district, a Community Development Block Grant or other grants, bonding, impact fees, etc.)
- (4) Participate in any regional economic development planning efforts.

8. Housing

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A. State Goal / Minimum Policy

To encourage and promote affordable, decent housing opportunities for all Maine citizens.

B. Analyses

To generate minimum analyses to address state goals, use Conditions and Trends data in Section 3.8(C) to answer the following questions.

- (1) How many additional housing units (if any), including rental units, will be necessary to accommodate projected population and demographic changes during the planning period?
- (2) Is housing, including rental housing, affordable to those earning the median income in the region? Is housing affordable to those earning 80% of the median income? If not, review local and regional efforts to address issue.
- (3) Are seasonal homes being converted to year-round use or vice-versa? What impact does this have on the community?
- (4) Will additional low and moderate income family, senior, or assisted living housing be necessary to meet projected needs for the community? Will these needs be met locally or regionally?
- (5) Are there other major housing issues in the community, such as substandard housing?
- (6) How do existing local regulations encourage or discourage the development of affordable/workforce housing?

C. Conditions and Trends

Minimum data required to address Analyses:

- (1) The community's Comprehensive Planning Housing Data Set prepared and provided to the community by the Maine State Housing Authority, and the Office, or their designees.
- (2) Information on existing local and regional affordable/workforce housing coalitions or similar efforts.
- (3) A summary of local regulations that affect the development of affordable/workforce housing.

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D. Policies

Minimum policies required to address state goals:

- (1) To encourage and promote adequate workforce housing to support the community's and region's economic development.
- (2) To ensure that land use controls encourage the development of quality affordable housing, including rental housing.
- (3) To encourage and support the efforts of the regional housing coalitions in addressing affordable and workforce housing needs.

E. Strategies

Minimum strategies required to address state goals:

- (1) Maintain, enact or amend growth area land use regulations to increase density, decrease lot size, setbacks and road widths, or provide incentives such as density bonuses, to encourage the development of affordable/workforce housing.
- (2) Maintain, enact or amend ordinances to allow the addition of at least one accessory apartment per dwelling unit in growth areas, subject to site suitability.
- (3) Create or continue to support a community affordable/workforce housing committee and/or regional affordable housing coalition.
- (4) Designate a location(s) in growth areas where mobile home parks are allowed pursuant to 30-A M.R.S.A. §4358(3)(M) and where manufactured housing is allowed pursuant to 30-A M.R.S.A. §4358(2).
- (5) Support the efforts of local and regional housing coalitions in addressing affordable and workforce housing needs.
- (6) Seek to achieve a level of at least 10% of new residential development built or placed during the next decade be affordable.

9. Recreation

A. State Goal

To promote and protect the availability of outdoor recreation opportunities for all Maine citizens, including access to surface waters.

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B. Analyses

To generate minimum analyses to address state goals, use Conditions and Trends data in Section 3.9(C) to answer the following questions.

- (1) Will existing recreational facilities and programs in the community and region accommodate projected growth or changes in age groups in your community?
- (2) Is there a need for certain types of services or facilities or to upgrade or enlarge present facilities to either add capacity or make them more usable?
- (3) Are important tracts of open space commonly used for recreation publicly-owned or otherwise permanently conserved?
- (4) Does the community have a mechanism, such as an open space fund or partnership with a land trust, to acquire important open spaces and access sites, either outright or through conservation easements?
- (5) Does the public have access to each of the community's significant water bodies?
- (6) Are recreational trails in the community adequately maintained? Are there use conflicts on these trails?
- (7) Is traditional access to private lands being restricted?

C. Condition and Trends

Minimum data required to address Analyses:

- (1) The community's Comprehensive Planning Recreation Data Set prepared and provided to the community by the Department of Conservation, and the Office, or their designees.
- (2) A description of important public and private active recreation programs, land and water recreation areas (including hunting and fishing areas), and facilities in the community and region, including regional recreational opportunities as appropriate, and identification of unmet needs.
- (3) An inventory of any fresh or salt water bodies in the community determined locally to have inadequate public access.
- (4) A description of local and regional trail systems, trail management organizations, and conservation organizations that provide trails for all-terrain vehicles, snowmobiling, skiing, mountain biking, or hiking.

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- (5) A map or list of important publicly-used open spaces and their associated facilities, such as parking and toilet facilities.

D. Policies

Minimum policies required to address state goals:

- (1) To maintain/upgrade existing recreational facilities as necessary to meet current and future needs.
- (2) To preserve open space for recreational use as appropriate.
- (3) To seek to achieve or continue to maintain at least one major point of public access to major water bodies for boating, fishing, and swimming, and work with nearby property owners to address concerns.

E. Strategies

Minimum strategies required to address state goals:

- (1) Create a list of recreation needs or develop a recreation plan to meet current and future needs. Assign a committee or community official to explore ways of addressing the identified needs and/or implementing the policies and strategies outlined in the plan.
- (2) Work with public and private partners to extend and maintain a network of trails for motorized and non-motorized uses. Connect with regional trail systems where possible.
- (3) Work with an existing local land trust or other conservation organizations to pursue opportunities to protect important open space or recreational land.
- (4) Provide educational materials regarding the benefits and protections for landowners allowing public recreational access on their property. At a minimum this will include information on Maine's landowner liability law regarding recreational or harvesting use, Title 14, M.R.S.A. §159-A.

10. Transportation

Sensible Transportation Policy Act

If a community has adopted a local or applicable regional long-range transportation plan that has been approved by the Maine Department of Transportation as consistent with the *Sensible Transportation Policy Act* (23 M.R.S.A. §73), then the transportation section is deemed complete for the purposes of review

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under this Chapter. The transportation section of the comprehensive plan need only include a letter from the Maine Department of Transportation stating that the community's long-range transportation plan is consistent with 17-229 CMR Chapter 103 subchapter 3 and is current in accordance with 17-229 CMR Chapter 103 subchapter 3.2(F).

Absent such approval, the following information, analyses, policies and strategies are required. Regional transportation plans must be consulted in preparing this section.

A. State Goal

To plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development.

B. Analyses

To generate minimum analyses to address state goals, use Conditions and Trends data in Section 3.10(C) to answer the following questions.

- (1) What are the transportation system concerns in the community and region? What, if any, plans exist to address these concerns?
- (2) Are conflicts caused by multiple road uses, such as a major state or U.S. route that passes through the community or its downtown and serves as a local service road as well?
- (3) To what extent do sidewalks connect residential areas with schools, neighborhood shopping areas, and other daily destinations?
- (4) How are walking and bicycling integrated into the community's transportation network (including access to schools, parks, and other community destinations)?
- (5) How do state and regional transportation plans relate to your community?
- (6) What is the community's current and approximate future budget for road maintenance and improvement?
- (7) Are there parking issues in the community? If so what are they?
- (8) If there are parking standards, do they discourage development in village or downtown areas?
- (9) Do available transit services meet the current and foreseeable needs of community residents? If transit services are not adequate, how will the community address the needs?

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- (10) If the community hosts a transportation terminal, such as an airport, passenger rail station, or ferry terminal, how does it connect to other transportation modes (e.g. automobile, pedestrian, bicycle, transit)?
- (11) If the community hosts or abuts any public airports, what coordination has been undertaken to ensure that required airspace is protected now and in the future? How does the community coordinate with the owner(s) of private airports?
- (12) If you are a coastal community are land-side or water-side transportation facilities needed? How will the community address these needs?
- (13) Does the community have local access management or traffic permitting measures in place?
- (14) Do the local road design standards support the community's desired land use pattern?
- (15) Do the local road design standards support bicycle and pedestrian transportation?
- (16) Do planned or recently built subdivision roads (residential or commercial) simply dead-end or do they allow for expansion to adjacent land and encourage the creation of a network of local streets? Where dead-ends are unavoidable, are mechanisms in place to encourage shorter dead-ends resulting in compact and efficient subdivision designs?

C. **Conditions and Trends**

Minimum data required to address Analyses:

- (1) The community's Comprehensive Planning Transportation Data Set prepared and provided to the community by the Department of Transportation, and the Office, or their designees.
- (2) Location and overall condition of roads, bridges, sidewalks, and bicycle facilities, including any identified deficiencies or concerns.
- (3) Identify potential on and off-road connections that would provide bicycle and pedestrian connections to neighborhoods, schools, waterfronts and other activity centers.
- (4) Identify major traffic (including pedestrian) generators, such as schools, large businesses, public gathering areas/activities, etc. and related hours of their operations.
- (5) Identify policies and standards for the design, construction and maintenance of public and private roads.

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- (6) List and locate municipal parking areas including capacity, and usage.
- (7) Identify airports within or adjacent to the community and describe applicable airport zoning and airspace protection ordinances your community has in place.
- (8) Identify bus or van services.
- (9) Identify existing and proposed marine and rail terminals within your community including potential expansions.
- (10) If coastal communities identify public ferry service and private boat transportation support facilities (may be covered under Marine Resources with cross reference) including related water-side (docks/piers/wharves) and land-side (parking) facilities.

D. Policies

Minimum policies required to address state goals:

- (1) To prioritize community and regional needs associated with safe, efficient, and optimal use of transportation systems.
- (2) To safely and efficiently preserve or improve the transportation system.
- (3) To promote public health, protect natural and cultural resources, and enhance livability by managing land use in ways that maximize the efficiency of the transportation system and minimize increases in vehicle miles traveled.
- (4) To meet the diverse transportation needs of residents (including children, the elderly and disabled) and through travelers by providing a safe, efficient, and adequate transportation network for all types of users (motor vehicles, pedestrians, bicyclists).
- (5) To promote fiscal prudence by maximizing the efficiency of the state or state-aid highway network.

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E. Strategies

Minimum strategies required to address state goals:

- (1) Develop or continue to update a prioritized improvement, maintenance, and repair plan for the community's transportation network.
- (2) Initiate or actively participate in regional and state transportation efforts.
- (3) Maintain, enact or amend local ordinances as appropriate to address or avoid conflicts with:
 - a. Policy objectives of the *Sensible Transportation Policy Act* (23 M.R.S.A. §73);
 - b. State access management regulations pursuant to 23 M.R.S.A. §704; and
 - c. State traffic permitting regulations for large developments pursuant to 23 M.R.S.A. §704-A.
- (4) Maintain, enact or amend ordinance standards for subdivisions and for public and private roads as appropriate to foster transportation-efficient growth patterns and provide for future street and transit connections.

11. Public Facilities and Services

A. State Goal

To plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development.

B. Analyses

To generate minimum analyses to address state goals, use Conditions and Trends data in Section 3.11(C) to answer the following questions.

- (1) Are municipal services adequate to meeting changes in population and demographics?
- (2) Has the community partnered with neighboring communities to share services, reduce costs and/or improve services? In what ways?
- (3) If the community has a public sewer system, what issues or concerns are there currently and/or anticipated in the future? Is the sanitary district extension policy consistent with the Future Land Use Plan as required by (38 M.R.S.A. §1163), or will it be?

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- (4) If the community has a public water system are any public water supply expansions anticipated? If so, have suitable sources been identified and protected? Is the water district extension policy consistent with the Future Land Use Plan?
- (5) If the town does not have a public sewer or water system, is this preventing the community from accommodating current and projected growth?
- (6) Are existing stormwater management facilities adequately maintained? What improvements are needed? How might future development affect the existing system?
- (7) How do residents dispose of septic tank waste? Are there issues or concerns regarding septic tank waste?
- (8) Is school construction or expansion anticipated during the planning period? Are there opportunities to promote new residential development around existing and proposed schools?
- (9) Is the community's emergency response system adequate? Are improvements needed?
- (10) Is the solid waste management system meeting current needs? Is the community reducing the reliance on waste disposal and increasing recycling opportunities? Are improvements needed to meet future demand?
- (11) Are improvements needed in the telecommunications and energy infrastructure?
- (12) Are local and regional health care facilities and public health and social service programs adequate to meet the needs of the community?
- (13) Will other public facilities, such as town offices, libraries, and cemeteries accommodate projected growth?
- (14) To what extent are investments in facility improvements directed to growth areas?
- (15) Does the community have a street tree program?

C. Conditions and Trends

Minimum data required to address Analyses includes the identification of the following as applicable for the public facilities and services in 3.11 C (5) (a through i):

- (1) location of facilities and service areas (mapped as appropriate);

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- (2) general physical condition of facilities and equipment;
- (3) capacity and anticipated demand during the planning period;
- (4) identification of who owns/manages the systems;
- (5) estimated costs of needed capital improvements to public facilities; and
- (6) the following information related to each of these public facilities and services:
 - a. **Sewerage and/or Water Supply** – Identify number and types of users, and percent of households served
 - b. **Septage** – Identify any community policies or regulations regarding septage collection and disposal.
 - c. **Solid Waste** – Describe the community’s solid waste management system. Identify types and amounts of municipal solid waste and recycled materials for the past five (5) years.
 - d. **Stormwater Management** – Identify combined sewer overflows. For Municipal Separate Stormwater System (MS4) communities, describe plan and status of the major goals of the MS4 requirements.
 - e. **Power and Communications** – Availability of 3-phase power, Internet (including broadband), and cable within the community.
 - f. **Emergency Response System** –Average call response times for fire, police, and emergency/rescue.
 - g. **Education** – Identify school administrative unit. Include primary/secondary school system enrollment for the most recent year information is available and for the ten (10) years after the anticipated adoption of plan.
 - h. **Health Care** - Describe major health care facilities (hospitals, clinics) and other providers serving the community. Identify public health and social services supported by the community through municipal subsidy.
 - i. **Municipal Government Facilities and Services** – Describe facilities and staffing for municipal administrative, enforcement, and public works operations.
 - j. **Street Tree Program** - Describe the community's street tree program.

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D. **Policies**

Minimum policies required to address state goals:

- (1) To efficiently meet identified public facility and service needs.
- (2) To provide public facilities and services in a manner that promotes and supports growth and development in identified growth areas.

E. **Strategies**

Minimum strategies to meet state goals:

- (1) Identify any capital improvements needed to maintain or upgrade public services to accommodate the community's anticipated growth and changing demographics.
- (2) Locate new public facilities comprising at least 75% of new municipal growth-related capital investments in designated growth areas.
- (3) Encourage local sewer and water districts to coordinate planned service extensions with the Future Land Use Plan.
- (4) If public water supply expansion is anticipated, identify and protect suitable sources?
- (5) Explore options for regional delivery of local services.

12. **Fiscal Capacity and Capital Investment Plan**

A. **State Goal**

To plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development.

B. **Analyses**

To generate minimum analyses to address state goals, use Conditions and Trends data in Section 3.12(C) to answer the following questions.

- (1) How will future capital investments identified in the plan be funded?

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(2) If the community plans to borrow to pay for capital investments, does the community have sufficient borrowing capacity to obtain the necessary funds?

(3) Have efforts been made by the community to participate in or explore sharing capital investments with neighboring communities? If so, what efforts have been made?

C. **Conditions and Trends**

Minimum data required to address Analyses:

(1) Identify community revenues and expenditures by category for the last five (5) years and explain trends.

(2) Describe means of funding capital items (reserve funds, bonding, etc.) and identify any outside funding sources.

(3) Identify local and state valuations and local mil rates for the last five (5) years.

(4) How does total municipal debt (including shares of county, school and utility) compare with the statutory and Maine Bond Bank recommended limits on such debt?

D. **Policies**

Minimum policies required to address state goals:

(1) To finance existing and future facilities and services in a cost effective manner.

(2) To explore grants available to assist in the funding of capital investments within the community.

(3) To reduce Maine's tax burden by staying within LD 1 spending limitations.

E. **Strategies**

Minimum strategies required to address state goals:

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- (1) Explore opportunities to work with neighboring communities to plan for and finance shared or adjacent capital investments to increase cost savings and efficiencies.

F. Capital Investment Plan

The comprehensive plan must include a capital investment plan that:

- (1) Identifies and summarizes anticipated capital investment needs within the planning period in order to implement the comprehensive plan, including estimated costs and timing, and identifies which are municipal growth-related capital investments;
- (2) Establishes general funding priorities among the community capital investments; and
- (3) Identifies potential funding sources and funding mechanisms.

13. Existing Land Use

A. State Goal

None required.

B. Analyses

To generate minimum analyses to address state goals, use Conditions and Trends data in Section 3.13(C) and the community's vision statement to answer the following questions.

- (1) Is most of the recent development occurring: lot by lot; in subdivisions; or in planned developments? Is recent development consistent with the community's vision?
- (2) What regulatory and non-regulatory measures would help promote development of a character, and in locations that are consistent with the community's vision?
- (3) Is the community's administrative capacity adequate to manage its land use regulation program, including planning board and code enforcement officer?

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(4) Are floodplains adequately identified and protected? Does the community participate in the National Flood Insurance Program? If not, should it? If so, is the floodplain management ordinance up to date and consistently enforced? Is the floodplain management ordinance consistent with state and federal standards?

C. **Conditions and Trends**

Minimum data required to address Analyses:

- (1) An existing land use map, by land use classification (such as mixed-use, residential, commercial, institutional, industrial, agricultural, commercial forests, marine, park/recreational, conserved, and undeveloped land).
- (2) A summary of current lot dimensional standards.
- (3) A description or map identifying the location of lots and primary structures created within the last ten years. Include residential, institutional, commercial, and industrial development.
- (4) Provide a brief description of existing land use regulations and other tools utilized to manage land use, including shoreland zoning, floodplain management, subdivision, site plan review, and zoning ordinances.
- (5) Estimate the minimum amount of land needed to accommodate projected residential, institutional, commercial, or industrial development at least ten (10) years into the future.

D. **Policies**

None Required

E. **Strategies**

None required

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SECTION 4. FUTURE LAND USE PLAN**1. State Goal**

To encourage orderly growth and development in appropriate areas of each community, while protecting the state's rural character, making efficient use of public services, and preventing development sprawl.

2. Future Land Use Plan Overview

The plan must include a Future Land Use Plan that is consistent with the community's vision and other policies in the plan. The Future Land Use Plan brings together plan elements that affect land use. It is intended to synthesize these elements into a cohesive guide to realizing the community's vision, including the development of land use regulations/ordinances. Use the analysis of conditions and trends data in Section 4, in conjunction with the vision statement, to develop the community's Future Land Use Plan.

The Future Land Use Plan divides the community into geographical areas identified as either most suitable for growth or most suitable for rural uses unless exempted under 30-A M.R.S.A. §4326(3-A), more fully described below. The Future Land Use Plan also incorporates a map of critical natural resources and any designated critical rural and critical waterfront areas within the community. The Future Land Use Plan will be the focus of the Office review for consistency with the Act.

3. Review Criteria for Future Land Use Plan Designations**A. Growth Areas**

A community's Future Land Use Plan must identify a growth area or areas. The designation of growth areas is intended to ensure that planned growth and development and related infrastructure are directed to areas most suitable for such growth and development. Land areas designated as growth area must be consistent with the following provisions.

- (1) The Future Land Use Plan must designate as growth area those lands into which the community intends to direct a minimum of 75% of dollars for municipal growth-related capital investments made during the planning period.
- (2) Built-out or developed areas that may not have capacity for further growth but require maintenance, replacement, or additional capital investment to support existing or infill development must also be designated as growth areas.
- (3) Growth areas must generally be limited to land areas that are physically suitable for development or redevelopment. Growth areas may include incidental land areas that are physically unsuitable for development or redevelopment, including critical natural resource, however, the plan must address

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how these areas will be protected from negative impacts of incompatible development to the greatest extent practicable or, at a minimum, as prescribed by law.

- (4) To the greatest extent practicable growth areas should be located adjacent to existing densely-populated area.
- (5) Growth areas, to the greatest extent practicable, should be limited to an amount of land area and a configuration to encourage compact, efficient development patterns (including mixed uses) and discourage development sprawl and strip development.
- (6) Growth areas along roads should be configured to avoid strip development and promote nodes or clusters of development.

B. Growth Area Exemptions

In some communities, conditions may make the identification of specific areas for residential, institutional, commercial, and/or industrial growth inappropriate. These conditions, as described in 30-A M.R.S.A. §4326(3-A) and Section 4.5 of this Chapter, include:

- (1) Severe physical limitations;
- (2) Minimal or no growth; or
- (3) The lack of a village or densely populated area.

Communities with one or more of these conditions may develop a Future Land Use Plan that does not identify growth areas for residential, institutional, commercial, or industrial growth pursuant to the criteria identified in Section 4.5. If a growth area exemption is proposed, the plan's description of existing trends and conditions must support the exemption request. Communities with growth caps or rate-of-growth ordinances are not eligible for a growth area exemption.

C. Shared Growth Areas

Pursuant to and in accordance with 30-A M.R.S.A. §4325, communities may enter into an interlocal agreement with one or more neighboring communities to designate regional growth areas for anticipated residential, institutional, commercial, or industrial growth and/or related services or infrastructure.

D. Transitional Areas

The Future Land Use Plan may designate as transitional area those land areas which the community identifies as suitable for a share of projected residential, institutional, commercial or industrial development but that is neither intended to accept the amount or density of development appropriate for a growth

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area nor intended to provide the level of protection for rural resources afforded in a rural area or critical rural area. Designated transitional areas are intended to provide for limited suburban or rural residential development opportunities. Land areas designated as transitional area must be consistent with the following provisions:

- (1) Transitional areas cannot be defined as growth areas for the purposes of state growth related capital investment pursuant to 30-A M.R.S.A. §4301(5-B).
- (2) Development standards in transitional areas must limit strip development along roads through access management, minimum frontage requirements, and other techniques.
- (3) Transitional areas cannot include significant contiguous areas of working farms, wood lots, properties in state tree growth and farm and open space tax programs, prime agricultural and forestry soils, unfragmented habitat, or marine resources identified in the conditions and trends in Sections 3.3, 3.4, and 3.5.
- (4) Transitional areas must be compatible with designations in adjacent communities or provide buffers or transitions to avoid land use conflicts with neighboring communities.

E. Rural Areas

The community's Future Land Use Plan must identify a rural area or areas. The designation of rural areas is intended to identify areas deserving of some level of regulatory protection from unrestricted development for purposes that may include, but are not limited to, supporting agriculture, forestry, mining, open space, wildlife habitat, fisheries habitat and scenic lands, and away from which most development projected over ten (10) years is diverted.

A community's Future Land Use Plan must designate as rural area or areas any portion of the community consistent with the following provisions:

- (1) To the greatest extent practicable, rural areas must include working farms, wood lots, properties enrolled in current-use tax programs related to forestry, farming or open space, areas of prime agricultural soils, critical natural resources, and important natural resources.
- (2) The Future Land Use Plan must identify proposed mechanisms, both regulatory and non-regulatory, to ensure that the level and type of development in rural areas is compatible with the defined rural character and does not encourage strip development along roads.
- (3) Rural areas shall not include land areas where the community actively encourages new residential, institutional, or commercial development.
- (4) Rural areas must be compatible with designations in adjacent communities or provide buffers or transitions to avoid land use conflicts with neighboring communities.

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F. Critical Natural Resources

For the purpose of protecting Critical Natural Resources from the impacts of incompatible development, the Future Land Use Plan must distinguish between areas where those resources are present and where they are absent.

The Future Land Use Plan must include a map or maps depicting Critical Natural Resources and a description of proposed regulations (including ongoing local, state and federal regulations) and non-regulatory measures designed to ensure that these resources are, to the greatest practicable extent, protected from the impacts of incompatible development. (Typically, some of the information contained in a plan's Natural Resources section will be repeated or summarized in the Future Land Use section.)

G. Critical Rural Areas and Critical Waterfront Areas

As an option, the community may identify and designate one or more critical rural areas or critical waterfront areas as defined in this Chapter on the Future Land Use Plan. If the community chooses to make such designations, land areas so designated must be consistent with the following provisions:

- (1) Critical rural areas and critical waterfront areas are those rural and waterfront areas in a community most vulnerable to impacts from incompatible development.
- (2) The Future Land Use Plan must identify current and proposed mechanisms, both regulatory and non-regulatory, to ensure that critical rural areas and critical waterfront areas are, to the greatest extent practicable, protected from the impacts of incompatible development.
- (3) Critical rural areas and critical waterfront areas must be compatible with designations in adjacent communities or provide buffers or transitions to avoid land use conflicts with neighboring communities.

4. Required Elements for the Future Land Use Plan

A. Analyses

- (1) Does the Future Land Use Plan align and/or conflict with the community's vision statement?
- (2) Is the configuration of the growth area(s) shaped by natural opportunities and/or constraints (i.e. the physical suitability or unsuitability of land for development)? The location of public facilities? The transportation network?
- (3) How does the Future Land Use Plan relate to recent development trends?

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(4) Given current regulations, development trends, and population projections, estimate how many new residential units and how much commercial, institutional, and/or industrial development will likely occur in the planning period? Where is this development likely to go?

(5) How can critical natural resources and important natural resources be effectively protected from future development impacts?

B. Components

The Future Land Use Plan must include:

(1) A map or maps showing:

- a. Growth area(s) (unless exempted) and Rural area(s) and any land use districts within each;
- b. Critical Natural Resources in accordance with 4.3.F, above
- c. Any of the following optional land use areas, if proposed, along with any land use districts within each: Transitional, Critical Rural, Critical Waterfront.

(2) A map depicting the constraints to development identified in the plan (may be a combination of maps from other sections).

(3) A narrative description of each land use district including:

- a. The district's relationship to the community's vision;
- b. The district's natural opportunities and/or constraints;
- c. The types and intensity of proposed land uses, including residential density;
- d. The compatibility or incompatibility of proposed uses to current uses, critical natural resources and important natural resources within and around the district along with any special development considerations (e.g. need for additional buffers, conservation subdivision provisions, architectural design standards, etc.); and
- e. Any anticipated major municipal capital investments needed to support the proposed land uses.

C. Policies

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Minimum policies to address state goals:

- (1) To coordinate the community's land use strategies with other local and regional land use planning efforts.
- (2) To support the locations, types, scales, and intensities of land uses the community desires as stated in its vision.
- (3) To support the level of financial commitment necessary to provide needed infrastructure in growth areas.
- (4) To establish efficient permitting procedures, especially in growth areas.
- (5) To protect critical rural and critical waterfront areas from the impacts of development.

D. Strategies

In addition to the strategies required below, include any strategies as necessary to support the establishment of any rate of growth or impact fee ordinances proposed. These may include strategies found in other sections of the plan.

Minimum strategies required to address state goals:

- (1) Assign responsibility for implementing the Future Land Use Plan to the appropriate committee, board or municipal official.
- (2) Using the descriptions provided in the Future Land Use Plan narrative, maintain, enact or amend local ordinances as appropriate to:
 - a. Clearly define the desired scale, intensity, and location of future development;
 - b. Establish or maintain fair and efficient permitting procedures, and explore streamlining permitting procedures in growth areas; and
 - c. Clearly define protective measures for critical natural resources and, where applicable, important natural resources.
 - d. Clearly define protective measures for any proposed critical rural areas and/or critical waterfront areas, if proposed.
- (3) Include in the Capital Investment Plan anticipated municipal capital investments needed to support proposed land uses.
- (4) Meet with neighboring communities to coordinate land use designations and regulatory and non-regulatory strategies.

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- (5) Provide the code enforcement officer with the tools, training, and support necessary to enforce land use regulations, and ensure that the Code Enforcement Officer is certified in accordance with 30-A M.R.S.A. §4451.
- (6) Track new development in the community by type and location.
- (7) Direct a minimum of 75% of new municipal growth-related capital investments into designated growth areas identified in the Future Land Use Plan.
- (8) Periodically (at least every five years) evaluate implementation of the plan in accordance with Section 2.7.

5. Criteria for Growth Area Exemptions

A. Severe Physical Limitations

The Future Land Use Plan need not identify growth areas if the plan demonstrates that it is not possible to accommodate future residential, institutional, commercial, or industrial growth because of severe physical limitations, including, without limitation, the lack of adequate water supply and sewage disposal services, very shallow soils, or limitations imposed by critical natural resources.

To be considered for a growth area exemption because of severe physical limitations, the Future Land Use Plan must clearly indicate the physical limitation and the rationale for the exemption, based on one or more of the following three criteria:

- (1) **Water delivery and sewage disposal limitations.** To qualify under this criterion, the Future Land Use Plan shall include descriptions of existing water delivery system(s) and sewage disposal system(s), including an analysis of the current capacity of the system(s) and potential for service expansion or introduction of such services. This discussion must also include descriptions and maps of aquifers in the planning area, and a description of how these aquifers relate to future capacity to serve as water supply.
- (2) **Soils.** Description of soils types and conditions (available from the Natural Resources Conservation Service and the Maine Geological Survey), including the presence of ledge or steep slopes. This discussion must also describe the limitations of these soils related to wastewater disposal [pursuant to Maine Subsurface Wastewater Disposal regulations (10-144 CMR 241)], and describe how these soil limitations make designation of any growth areas in the community with densities in the range of 20,000 to 80,000 square feet impractical.
- (3) **Critical natural resources.** Description of critical natural resources, with accompanying map(s) detailing the location of those resources. Based on this information, this discussion must also include a description of the constraints placed on future development by critical natural resources, alone or in conjunction with other physical limitations.

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B. Minimal or No Growth

The Future Land Use Plan is not required to identify growth areas for residential, institutional, commercial or industrial growth if it demonstrates that the community or region has experienced minimal or no residential, institutional, commercial, or industrial development over the past decade and this condition is expected to continue over the planning period. Communities that have adopted growth caps or rate-of-growth ordinances are not eligible for a growth area exemption.

For consideration of a growth area exemption because of minimal residential, institutional, commercial, or industrial development, the Future Land Use Plan must clearly indicate the rationale for the exemption according to the type of exemption, as described below:

- (1) **Residential growth area exemption.** For both the preceding 10-year period and the projected planning period, the Future Land Use Plan must include: the community's population; the number of households; and the average household size. Based on this information, the Future Land Use Plan must demonstrate that the community has experienced minimal or no residential development as defined in Section 1.2(CC) and expects such a trend to continue.
- (2) **Commercial/Institutional growth area exemption.** The Future Land Use Plan must include: information on the type and amount (square footage) of institutional or commercial development that occurred in the community during the preceding 10-year period, and a discussion of the type and amount of institutional or commercial development that is likely during the projected planning period. Based on this information, the Future Land Use Plan must demonstrate that the community has experienced minimal or no commercial/ institutional growth, as defined in Section 1.2(AA), and expects such trends to continue.
- (3) **Industrial growth area exemption.** The Future Land Use Plan must include: information on the type and amount (square footage) of industrial development that occurred in the community during the preceding 10-year period, and a discussion of what type and amount of industrial development is likely during the projected planning period. Based on this information, the Future Land Use Plan must demonstrate that the community has experienced minimal or no industrial development, as defined in Section 1.2(BB), and expects such a trend to continue.

C. Lack of a Village or Densely Populated Area

The Future Land Use Plan is not required to identify growth areas for residential, institutional, commercial, or industrial growth anywhere in the community if it demonstrates that the community or region growth patterns do not include a village center or other densely populated area, and that no such areas are expected over the planning period.

For consideration of a growth area exemption because of the absence of a village or densely populated area, the Future Land Use Plan must discuss the manner in which the community intends to remain a rural community. As part of this discussion, the Future Land Use Plan must describe the rationale for the exemption, and must meet the following three criteria:

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- (1) Except for shoreland zones, the community has no land areas with residential dwelling densities greater than one unit per two acres within an area encompassed by any 500-foot radius; and
 - (2) The community has no land areas with village characteristics, such as a compact mix of commercial, civic, and residential development or a mix of housing types; and
 - (3) The community has no municipal or quasi-public water or wastewater systems.
-

STATUTORY AUTHORITY: 30-A M.R.S.A. §§ 4312(4) and 4347-A (3-A)

EFFECTIVE DATE:

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VOLUME II: INVENTORY AND ASSESSMENT OF EXISTING CONDITIONS



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....and the concerned residents, business owners, Town officials and staff who devoted their time, energy and imagination to the making of this plan.

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Friends of the CPUC

Kittery residents who supported the planning effort with varying degrees of time commitment.

Cover Photographs

Mark Alesse

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INTRODUCTION

The following is an inventory and assessment of the existing conditions of Kittery's resources. These are presented in the chapters written for each of the Topic Areas listed below.

The Comprehensive Plan is presented in the three (3) volumes. This document is Volume II of the Plan.

Volume I: Presents the Plan, its foundations and recommendations.

Volume II: Represents an Inventory and Assessment of Existing Conditions.

Volume III: Includes a Summary of Public Input as well as the materials used at public forums to both educate and inspire participants.

This report, VOLUME II is a compilation of the **INVENTORY OF EXISTING CONDITIONS** of Kittery's resources. It is a "snapshot" in time and represents the conditions and plans for the future that were able to be determined at the time of writing. This document is an appendix to the Comprehensive Plan. It contains:

- A series of **Summary Sheets**, they are a summary of the key points of each of the topic area chapters.
- the complete **inventory of the town's resources** and an **assessment of the existing conditions**

COMPREHENSIVE PLAN TOPIC AREAS

- 1 - History, Historic/Archaeological Resources
- 2 – Natural Resources, Water, Agricultural and Open Space and Recreation
- 3 – Population and Demographics
- 4 – Housing
- 5 – Economy
- 6 – Transportation and Circulation
- 7 – Public Facilities and Services
- 8 – Marine Resources
- 9 – Fiscal Capacity
- 10 – Land Use

INTRODUCTION

The inventory is based on a review of existing documents, relevant plans, and data, as well as on a significant number of leadership interviews. In some cases what is reported is the opinion of Department Heads and may not necessarily be Town policy. See next page for a partial list.

PARTIAL LIST OF INTERVIEWS CONDUCTED FOR INVENTORY OF EXISTING RESOURCES

- Fire Chief
- Police Chief
- Chair, Port Authority
- Kittery Harbormaster
- Town Planner
- Town Manager
- Commissioner of Public Works
- Stormwater Coordinator
- Shoreland Resource Officer
- Superintendent of Sewer
- Superintendent of Water District
- Wood's Island Project Manager
- Recreation Director and General Manager, Kittery Community Center
- Director of Rice Public Library
- Superintendent of Kittery Schools
- Director of School Curriculum

Sample Interview Questions

- What are their priorities?
 - What future opportunities and challenges do they see?
 - What are their plans for the immediate and long term future?
 - How can we best integrate their plans into the Comprehensive Plan?
-
- Board of Appeals
 - Conservation Commission Chair
 - Kittery Historical & Naval Museum
 - Kittery Art Association
 - Kittery Land Trust
 - Mt. Agamenticus to the Sea
 - Fort McClary
 - Kittery Open Space Advisory Committee
 - Staff at Portsmouth Naval Shipyard



Kittery's Historic, Cultural & Archaeological Resources

CENTURIES-LONG HISTORY & MANY EXTANT HISTORIC RESOURCES

- Humans have inhabited the Kittery area for centuries, beginning with Native peoples, the Abenakis, who sought shellfish along the coast, and Europeans who came in the early 1600s, establishing the Town of Kittery in 1647 making it the oldest incorporated town in the State of Maine. Many of Kittery's natural features and circulation routes retain Abenaki or early European settlers' names.
- Three major activities have dominated Kittery's economy over its 300+-year history and shaped its landscape -- military fortifications, fishing, shipbuilding and tourism. Forts have stood in Kittery near the mouth of the Piscataqua River since the early 1700s, established first to protect from British invasion, and later domestic and foreign wars. Shipbuilding came to dominate the Kittery economy beginning in the mid-1600s, and continues today in the form of submarine repair and retrofitting at the Portsmouth Naval Shipyard, established in 1800. Beginning in the mid-1800s, Kittery became a tourist destination, with several large hotels built along the coast and one at Appledore Island in the Isles of Shoals. In the late-20th century Kittery became a regional shopping destination, with the addition of the Kittery Outlets along Route 1.
- Kittery retains many historic buildings and landscapes, some dating to the earliest European settlement. The town has listed three districts (First Congregational Church, Isles of Shoals and Portsmouth Naval Shipyard) on the National Register of Historic Places, as well as thirteen individual properties and one monument.
- One of the individually-listed properties -- the Lady Pepperrell House -- also has been designated a National Historic Landmark, one of 44 statewide and one of 5 in York County.
- Two local repositories contain a majority of artifacts documenting Kittery's history, the Kittery Historical and Naval Museum and the Portsmouth Naval Shipyard Museum. The former (a private organization) is open seasonally, and the latter (operated by the U. S. Government) is accessible by pre-arranged tour only. Additional historical materials (primarily documents) are held by the Town Clerk and in the Maine Room of the Rice Public Library.
- Much of Kittery's history lies within historic landscapes scattered throughout the town, including the two forts, Wood Island Life Saving Station, Celia Thaxter's Garden (Isles of Shoals), remains of train and trolley systems, and over 130 cemeteries and burying grounds.



The Lady Pepperrell House, built in 1760, is a National Historic Landmark and one of the most treasured historic properties in the Town of Kittery.

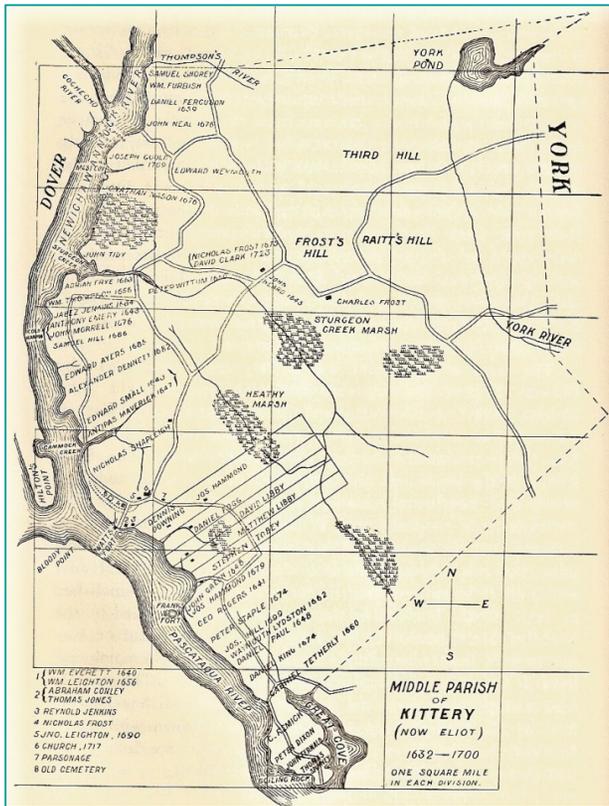
SUPPORT FOR LOCAL ARTS AND CULTURAL ACTIVITIES

- Kittery is home to many working artists and several public and private organizations provide venues for showcasing artists' work.
- The Kittery Community Center, a facility owned and operated by the town, contains the 171-seat STAR Theatre as well as the Morgen Gallery, an exhibit space located in the heart of the center.
- The former Wentworth Dennett Elementary School, located on Government Street, has been successfully renovated to provide artists' studio spaces.

WHAT DOES IT MEAN?

- Kittery's historic and cultural resources possess local, regional and national significance, and therefore merit protection.
- The town lacks an historical commission or other entity to serve as a steward for historic resources and help ensure their protection.
- The town lacks a comprehensive inventory of historic resources and a strategy to preserve and protect them.
- The existing Shoreline Overlay Zone has provided a mechanism for protecting the town's coastline from the impact of new development. Similar approaches to historic resource protection are needed in other parts of town.
- The energized local arts community contributes significantly to the quality of life in Kittery.

Kittery Comprehensive Plan: Inventory and Assessment of Existing Conditions



- Images of Kittery provide highlights of its past:
- A map depicting Kittery in the 17th century (far left) illustrates the early settlement's close association with the Piscataqua River
 - The Isles of Shoals (center top), an early fishing center, later became home to a large hotel
 - The Portsmouth Naval Shipyard (center middle), established in 1800, continues as a major industry today
 - The Champernowne Hotel (far right), built in 1890, was one of several late 19th and early 20th century resorts dotting Kittery's coastline
 - Government Street, ca. 1900 (bottom), served pedestrians, horse-drawn vehicles, and trolleys





Kittery's Natural Resources, Open Space & Recreation Resources

MANY DISTINCTIVE NATURAL RESOURCES

- Geology, topography and soils in Kittery reflect its geographic location along the Atlantic coast. Bedrock closely underlies much of the town, interspersed with pockets of marine soils and glacial outwash.
- Five watersheds cover most of Kittery, with the largest extending along the Piscataqua River and Spruce Creek. Many smaller tributaries feed these waterways.
- The town has relatively few fresh water resources, and much of the public drinking water is supplied by wells.
- Kittery contains very little farmland and supports just three active farms.
- Kittery supports three “natural areas,” as defined by the Maine Natural Areas Program, including salt-hay salt marsh, white oak-red oak forest, and dune grassland.
- Two “habitat focus areas,” defined by Beginning with Habitat, are located in Kittery. These areas, located in the Brave Boat Harbor-Gerrish Island area and York River Headwaters area, support rare plants, animals and their habitats.
- The town’s location at the confluence of the Piscataqua River with the Atlantic Ocean, combined with the many historic buildings and landscape features, give Kittery tremendous scenic quality.

SIGNIFICANT OPEN SPACE RESOURCES

- Of Kittery’s 12,000 acres and 30 miles of coastline, approximately 14% of the acreage and 10% of the coastline have been protected through a variety of conservation methods.
- While the State of Maine and Town of Kittery own some of this protected land, the majority has been conserved through the efforts of the Kittery Land Trust (840 acres) and Maine Coast Heritage Trust (408 acres).
- Kittery is also the southern “anchor” of the Rachel Carson National Wildlife Refuge, with its Brave Boat Harbor division, located in northeast Kittery, covering 400 acres.
- Kittery’s scenic roads, including Route 103, are some of the town’s most treasured assets. Visitors come from far and wide to drive the winding routes and take in historic and sea-facing views.
- The town’s Conservation Commission is charged with reviewing protecting the natural resources located within the territorial limits of the town.
- The Kittery Open Space Advisory (KOSAC) is tasked with maintaining an inventory of public open space and making recommendations to the Town Manager about acquiring and/or selling/gifting/transferring this space.



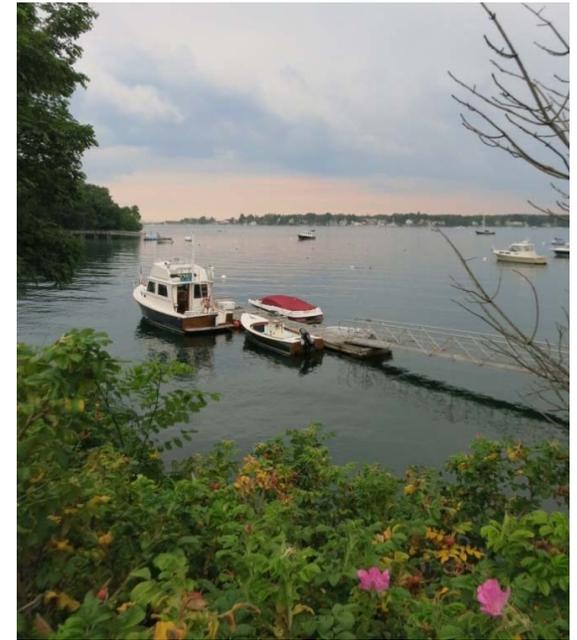
Seapoint Beach, located at the far eastern end of Kittery, is a popular recreation spot, but also a feeding area for several species of migratory birds.

WHAT DOES IT MEAN?

- Kittery’s location at the mouth of the Piscataqua and along the Atlantic coast is its most defining natural feature.
- The presence of bedrock underlying most of the town, combined with the many surface waters and associated floodplain areas, limits the extent of new development.
- The town’s small number of fresh water resources require public drinking water be supplied by wells or neighboring towns.
- While 10% of Kittery’s 30-mile coastline has been protected through efforts of several public and private entities, much of this area remains unprotected.
- The scenic quality of Route 103 is partially protected by the town’s Shoreline Overlay Zone regulation. Additional work is needed to protect scenic views and viewsheds.

RECREATION RESOURCES IN MANY FORMS

- Kittery contains 28 acres of federal and state-owned recreation facilities, including both active and passive recreation sites. Two of these sites are open to all.
- The town maintains several historic sites (Fort Foster, Wood Island) which provide recreational opportunities, as well as many athletic fields and playgrounds.
- The Kittery Community Center, opened in 2011 at the former Frisbee Elementary School on Rogers Road, provides active recreation facilities (gymnasium, fitness center) and offers recreation-oriented programs to users of all ages.
- A master plan for Kittery's athletic fields, completed in 2014, outlined the need for greater access to facilities, and need to eliminate overlap of facilities, and the need to rest fields on an ongoing basis.
- Access to the water (Atlantic Ocean, Piscataqua River and Spruce Creek) is limited by the small number of launches, slips, moorings and parking spaces near these sites.
- Kittery contains an extensive network of trails, both at formal recreation facilities, and on conservation lands. While used by many, the trails do not currently connect to one another, and are not widely publicized.
- Sportsmen and women hunt throughout the year, in approximately three-quarters of the town, including some residential areas. Hunting is not permitted in the area to the west of Haley Road and south of Interstate 95.



The Piscataqua River provides access to the Atlantic and associated maritime-related recreational activities.



The historic Rustlewood Farm, operated by the Johnson Family, covers 300 acres straddling the Kittery-Eliot line and is protected by a conservation easement.

WHAT DOES IT MEAN?

- The popularity of Fort Foster and Fort McClary as active and passive recreation sites places demands on limited staffing.
- The one regulation size soccer field in Kittery is in very high demand and in general, the town's fields are over utilized (in part because the town does not maintain separate practice fields), complicating maintenance tasks.
- Opportunity exists to better promote the town's system of trails and to create better connections between trail segments.
- Opportunity exists to provide more access to Kittery's waterways.



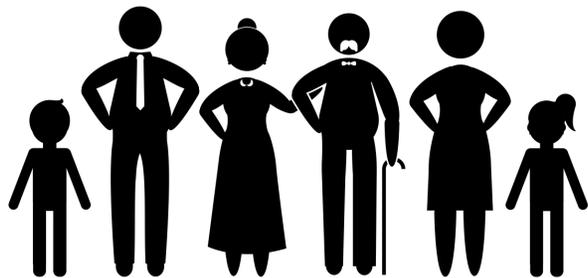
Kittery's Demographics

POPULATION AND DEMOGRAPHICS

- Total population for Kittery has remained relatively stable since 1970, and that trend is projected to remain stable, possibly declining slightly, through the year 2032 (US Census, State of Maine Projections)
- Kittery is an aging community; between 2000 and 2014, residents ages 55 to 64 increased by 65 percent (US Census)
- The number of family households in Kittery with children under the age of eighteen has declined since 2000 (US Census)
- School enrollment in Kittery has remained stable with the exception of fluctuations due to military families moving to Kittery for short term assignments at the Naval Shipyard. During the 2014/15 school year, approximately 18 percent of children enrolled in the Kittery school system were from military families (Kittery School District)
- The current population in Kittery is very stable, with over 86 percent of residents living in the same home they did a year ago (US Census)
- The median age of those coming from another country to live in Kittery was seventy-two (US Census)
- Since 2000, the median household income in Kittery has grown from \$45,067 to \$60,205 in 2014 (US Census)

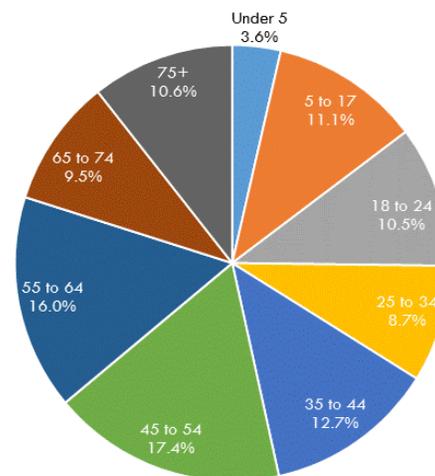


Kittery's estimated population in 2014 was 9,649 (US Census)



Total population is projected to decline by 6 percent through the year 2032 (State of Maine)

Kittery's Population by Age



WHAT DOES IT MEAN?

- Kittery's population has not grown in over 45 years, which does not stimulate new housing demand for families
- The senior population is growing as existing residents are getting older, which may require more targeted housing for seniors
- The Town should consider ways to attract and retain a younger population to help fill jobs, support local businesses, and support the town's tax base



Kittery's Housing Resources

HOUSING RESOURCES

- For 2014, the American Community Survey estimates the total number of housing units in Kittery to be 5,144 (2010-2014 ACS)
- Sixty-five percent of Kittery's housing stock is owner-occupied which is lower than many surrounding towns with the exception of Portsmouth (2010-2014 ACS)
- Kittery has a relatively young housing stock, with 74 percent of residential structures built after 1940 (2010-2014 ACS)
- The American Community Survey estimates median owner-occupied housing value at \$292,200 and median monthly rent of \$1,232 (2010-2014 ACS)
- The Town does have several age-restricted housing options for residents over fifty-five



Kittery has a diversified housing stock in a desirable location

Household size is shrinking, and the number of residents over 65 is growing in Kittery.



What implications does this have for future housing needs?

4%

Percentage Kittery's median home values have increased since 2010

7%

Percentage Kittery's median rent values have increased since 2010

WHAT DOES IT MEAN?

- Kittery's housing prices are increasing, making it harder for residents to afford to live in Kittery
- Housing that is affordable for younger single-person and family households is an important component of maintaining the Town's workforce and stimulating economic development
- With a growing senior population, the Town should consider ways to create housing that is affordable, accessible, and located in places with access to amenities



Kittery's Economy

LABOR FORCE

- Total labor force is comprised of 5,624 people, which equals a 68 percent participation rate
- The majority of Kittery residents are employed in educational services, healthcare, and social assistance
- The Naval Shipyard contributes to the professional, scientific, management and administrative services sectors
- Six primary employment sectors are: manufacturing, professional services, public administration, retail trade, food services, educational services, and healthcare
- The average weekly wage in Kittery is \$1,404 per week

PRIMARY ECONOMIC DEVELOPMENT AREAS

- **Downtown/Forside:**
 - One of Kittery's more unique and interesting commercial areas with a mix of retail, restaurants, and daily service needs
 - Accessible by car, walking, or biking
- **Route 1 Bypass Area:**
 - Areas is zone Commercial 3 (C-3) and allows for the provision of general retail sales, services, and business space
 - Current businesses include a hardware store, motels, a fitness center, automotive repair shop, brewery, and sewage disposal plant
- **Route 236/Dennett Road Area:**
 - Currently mostly undeveloped, the business park area does have sanitary sewer line infrastructure already installed
 - Existing uses along Route 236 are small-scale commercial developments such as machine shops, office buildings, and a seafood wholesaler
- **Route 1 Outlet Area:**
 - Aside from the Forside, this is one of Kittery's oldest and most successful economic development areas; the outlets generate property tax revenue and draw customers locally and regionally
- **Route 1 Mixed Use Area:**
 - The area is zoned Mixed Use with the primary purpose of providing office, service, and residential uses
- **Gourmet Alley:**
 - An interesting mix of restaurants and food markets located along Route 1 in close proximity to the Forside

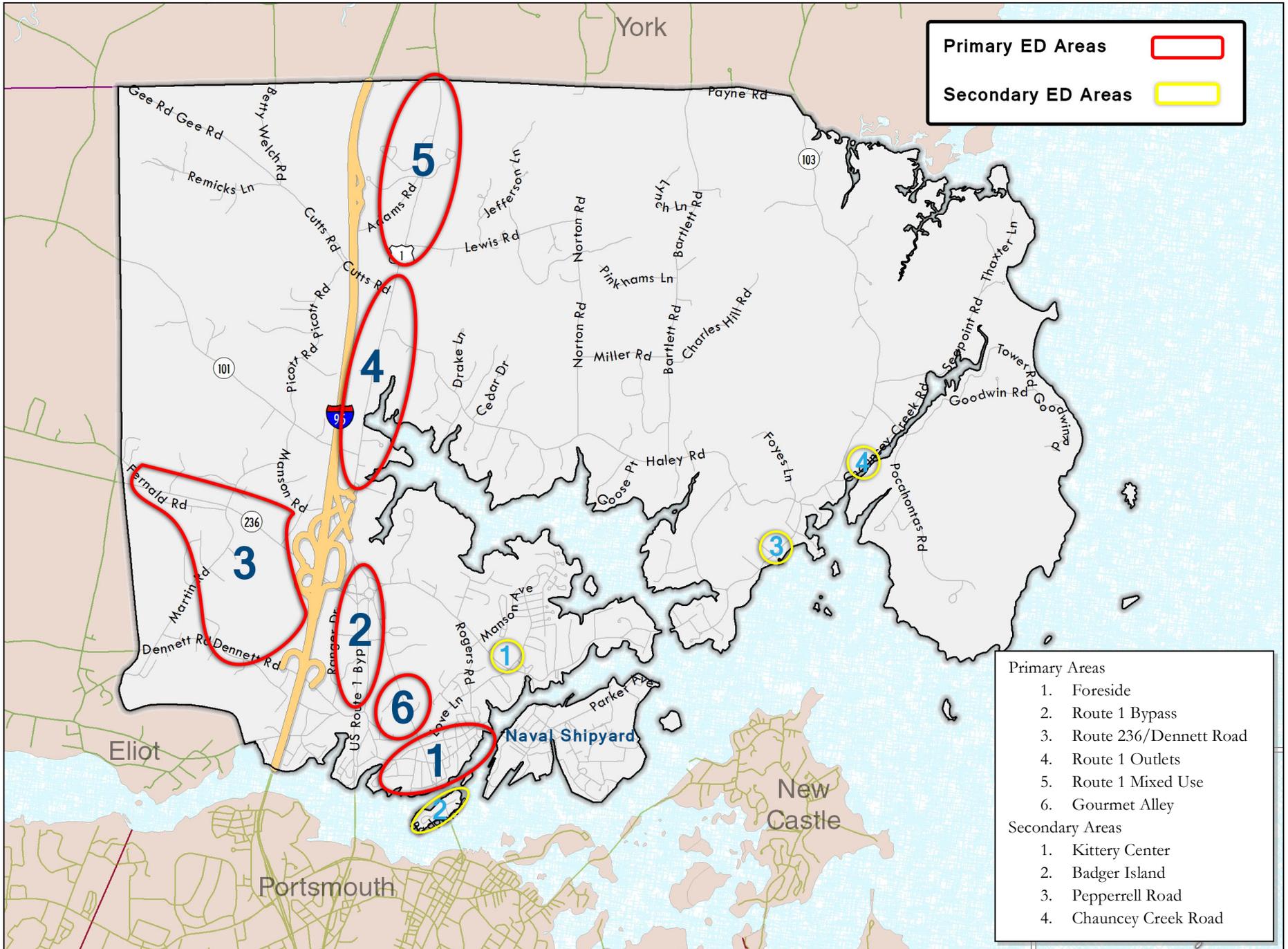


Kittery has an eclectic mix of restaurants, retail, and housing.

WHAT DOES IT MEAN?

- Kittery's employment base includes a large number of lower-wage retail, restaurant, hospitality, service, and entertainment workers which are impacted by cost of living increases
- The Town should begin to think about business diversification along the Route 1 corridor as regional competition in outlets grows
- The success of the Forside and Route 1 Outlet Corridor shows the Town should continue investing in economic development areas
- The Town has many commercial zoning districts. Is this necessary? Should some be consolidated or changed?

Kittery Comprehensive Plan: Inventory and Assessment of Existing Conditions





Kittery's Transportation Resources

TRAVEL CHARACTERISTICS

- Kittery is the largest work destination for Kittery and KACTS (Kittery Area Comprehensive Transportation System) community residents.
- 85% of Kittery households have 1 or 2 vehicles compared with state average of 74%. 6% of households in Kittery have no vehicle.
- 71% of Kittery commuters drive alone and 22% use other modes. The number of carpoolers, bicycle trips and walk trips has increased since 2000. Use of bicycle increased from 0.5% in 2000 to 2.4 percent in 2014, which represents 100 additional commuters who biked.
- Average commute time = 21 minutes, shorter than state average. The number of commuters traveling less than 10 minutes has decreased since 2000.



Unsignalized intersection of Shapleigh Road/Whipple Road/Woodlawn Avenue

OPERATING CONDITIONS

- The main source of congestion on local roadway is during shift changes at the Portsmouth Naval Shipyard.
- The unsignalized intersection of Shapleigh Road/Whipple Road/Woodlawn Avenue operates with congestion and long vehicle delays during peak periods.
- I-95: 37,500 vehicles per day (vpd); US Route 1: 17,000 vpd; and SR Route 236: 18,700 vpd; US Rt. 1 Bypass: 15,700 vpd (Year 2011) have the highest daily traffic volumes.
- Most of the roadway segments experienced decrease in daily traffic volume between 2010 and 2013. Shapleigh Road increased up to 22% during this period.
- The Department of Public Works (DPW) has a policy for local roadway maintenance called the Road Surface Management System. Typically, the roadways with ratings of less than 50 would be on the priority list for maintenance in a given years.
- Kittery has approximately 73 miles of roadways including I-95. Kittery has several scenic roads classified into three categories (1: scenic roads with highest value; 2: scenic roads with very high value; 3: scenic roads with high value).
- Most of the bridges in Kittery received a Federal Sufficiency Rating (FSR) above 50. Viaduct and Sarah Mildred Long Bridge have the lowest ratings of 16.4 and 21, respectively. Memorial Bridge replacement was completed in 2013.

WHAT DOES IT MEAN?

- Kittery is served well by I-95, Route 1 and Route 1 Bypass.
- More commuters are biking and walking to their work. New sidewalks, pedestrian safety improvements, and expanded bicycling accommodations could be beneficial.
- When I-95 experiences congestion, particularly during summer months, local roadways experience congestion and are used as cut-throughs.
- Route 103 is a narrow, winding roadway shared by vehicles, motorcycles, and bicyclists, particularly on warm weather weekends.

SAFETY

- According to the annual Town report for 2013, Kittery experienced a reduction in accidents by 10% compared to 2012.

Kittery Comprehensive Plan: Inventory and Assessment of Existing Conditions

(continued on reverse side)

- There were six high crash locations in Kittery between 2011 and 2013, which are:
 - Intersection of Mason Road, Picott Road and Wilson Road;
 - Intersection of Haley Road/US Route 1 and Trafton Lane;
 - Intersection of New State Road & Rogers Road State Road;
 - Intersection of Ramp off to Rogers Road Extension Road South Bound;
 - End of US 1 Bypass/Intersection of US 1 Bypass & US 1 Bypass South Bound; and
 - Intersection of Entrance to Maine Outlet/Entrance to Shop Center, US SHOP CTR, US 1: Non Int US 1.

PEDESTRIANS & BICYCLES

- Most of the sidewalks in Kittery are along US Route 1 and in the urban downtown area. The DPW maintains a Sidewalk Condition Report.
- Approximately 2.5-miles of the Eastern Trail runs through Kittery from the Maine State Line on the Memorial Bridge to Dennett Road.
- The Route 236 bike route runs through Kittery.
- The KACTS is working with the Town of Kittery on upgrading the Route 1 Bypass to make it more pedestrian friendly.
- Route 103 is included in Tour 8 of MaineDOT's "Explore Maine by Bike" book. Tour 8 provides 3 tour loops that are 12, 17 & 22 miles long.

TRANSIT

- In Kittery, the COAST provides year round fixed-route limited transit services at Portsmouth Naval Shipyard. Out of five COAST routes, four are express commuter routes.
- Paratransit service, ridesharing program and van services are available to Kittery residents through various organizations, including YCCAC, York Hospital, GoMaine, vRide, Enterprise Rideshare, and Kittery Community Center.
 - YCCAC provides "Local Rides" service in Kittery on Fridays, with destinations in Kittery, Portsmouth and Newington.
- A shuttle bus service use to operate on Route 103 in Kittery, but it has not been provided for several years.
- Currently, there is no passenger rail service into Kittery. The nearest stations from Kittery are Dover, New Hampshire and Wells, Maine. There is a freight service to the Portsmouth Naval Shipyard.

PARKING

- There is a shortage of parking spaces in the Foreside area during peak periods.
- Parking at access points to the water during summer months is difficult for both residents and visitors.



Intersection of State Road and Rogers Road, one of the high crash locations.

WHAT DOES IT MEAN?

- Fixed-route bus services in Kittery are only available at Portsmouth Naval Shipyard.
- There is a desire for shuttle service but the demand is not high enough for applying for grant.
- Parking shortages at Foreside area and at access points to the water during the summer.



Kittery's Public Facilities & Services

WELL MAINTAINED FACILITIES

- The **Municipal Complex/Town Hall** building is in very good condition and has room for expansion if needed in the future.
- **Public meeting space** is available at the Town Hall, the schools, the Library, and Community Center and is adequate.
- Kittery has a variety of indoor and outdoor **recreational resources**
 - The **Kittery Community Center**, run by the Recreation Department provides a wide range of facilities and programs to Kittery residents of all ages (including a gymnasium, fitness room, theater, and classrooms).
 - The **Port Authority** manages 575 moorings (the majority of which are at Pepperrell Cove), four piers and additional moorings in various other locations along the Town's shoreline.
 - There are also a number of **parks, beaches and conservation lands** for Kittery residents to enjoy.
 - Additional **Athletic fields** are needed to meet the needs of the Town's youth.
- **Sustainability.** The Energy Efficiency Committee works with the Town Manager and Council to adopt energy programs, projects and policies to develop more sustainable energy practices.
- Kittery's three **public schools** are adequate in terms of size and condition to meet current needs as well as those in the foreseeable future. Approximately 90% of school-aged children in Kittery attend public schools. There are some fluctuations in enrollment due to military families with short-term assignments at the Shipyard. There is capacity at all three schools for a small increase in enrollment; no significant increase is expected.
- The **Library** is currently operating out of two facilities that do not meet overall space needs and having two buildings is inefficient and causes inconvenience to both patrons and staff.
- The **Police Department**, located next to Town Hall in the Municipal Complex, is more than adequate to meet current and future needs (the second floor shell space could be used for expansion if needed in the future).
- The **Fire Department** operates from two fire stations, both in good condition, with the exception of the fact that neither station has sleeping quarters. The Fire Department is having a harder time recruiting volunteers than in the past.
- **Emergency Medical Service** is provided by American Ambulance New England. They operate out of the former Walker Street Fire Station which is leased to AANE for free; in exchange they provide free Ambulance service to all Town employees. They also serve the Town of Eliot from this location.
- Kittery does not have a Council on Aging. The Community Center provides activities and York County Community Action Corporation partners with Southern Maine Agency on Aging to provide **services to Kittery's seniors**. Between 2000 and 2014, residents age 55 to 64 increased by 65 percent, and the number of elderly residents is expected to continue to increase.



The Municipal Complex houses the majority of the Town's administrative offices.

WHAT DOES IT MEAN?

- The **Library** needs to decide whether to construct an addition to the existing Rice building or to create a new facility on the site of KCC.
- The **Kittery Community Center** may need to increasingly orient future programming to the growing senior population.
- More substantial measures need to be taken to **prepare for climate change** and related rise in sea level.
- Implementing the recommendations of the recently completed **Athletics Field Study** will address the needs for additional fields.
- New **school enrollment projections** are needed in order to monitor potential future changes in student enrollment.
- The **Port Authority** needs to develop a Strategic Plan to help explore ways to increase access and enjoyment of the water.

PROVISION OF QUALITY UTILITIES AND SERVICES

- **Department of Public Works** operates out of several facilities; the garage and administrative offices are in a facility located behind the Municipal Complex which is in good condition and adequately sized, with space for expansion if needed. DPW is responsible for maintenance of the Town’s roads, stormwater infrastructure, parks, recreation fields, cemeteries and solid waste and recycling.
 - **Solid Waste and Recycling** is processed at the Town’s Resource Recovery Facility which includes a transfer station for material solid wastes, a recycling center and a licensed demolition debris disposal site. Solid waste is transported from this site to EcoMaine in Portland, ME. South Berwick currently brings their paper for recycling to Kittery’s Resource Recovery Facility, generating income for the Town. The facilities are adequate for current needs and there is room for future expansion.
 - **Stormwater Management.** DPW recently completed an inventory of the Town’s Stormwater infrastructure and determined that it is generally in “very good” condition.
 - **Monitoring of contaminated areas.** Bacterial sources of pollution have been identified in Admiralty Village and other areas in the Spruce Creek Watershed. Clam flats have been close since 2005. Some parts of the Creek have seen improvement.
 - **Parks.** DPW maintains and staffs the Town-owned parks. Fort Foster, a 94-acre town-owned park commands much of the Department’s attention, is highly used by both residents and visitors during the summer, and generates income for the Town.
- **Water.** Kittery’s water is supplied by the Kittery Water District (KWD), a quasi-municipal corporation. The District also supplies water to parts of York and Eliot.
 - The largest water consumer in Kittery is the Portsmouth Naval Shipyard.
 - KWD currently serves approximately 70% of the Town’s residents and 95% of the businesses who pay user fees according to their actual usage.
 - The KWD relies on surface water sources that must be protected from contamination.
 - Of the approximately 96 miles of water mains, most are adequately sized.
 - The District is planning to construct a new Treatment Facility and to continue to upgrade pipes.
 - The District has adequate treatment and pumping capacity to meet additional demand, however there are no planned extensions to the system, in fact, KWD is not able to pay for expansion of mains.
 - Additional regional cooperation with surrounding towns may result in increased cost effectiveness.
- **Sewer.** Wastewater is treated at the Municipal Sewage Treatment Plant.
 - Sewage treatment is provided to 30% of Kittery residents and most of the Town’s businesses.
 - The Plant and related infrastructure are all in good condition as they have been upgraded over the last few years.
 - The municipal system, which has additional capacity for expansion, is funded through an enterprise fund; user fees pay for the service.
 - The Town also has a “betterment fee” procedure to help charge property owners that benefit from a sewer extension.

WHAT DOES IT MEAN?

- Regional joint dispatch for **Police** calls (pending grant) is expected to result in efficiencies.
- There may be a need to increase the number of sworn officers to **police** a reflect the actual daytime population taking into account tourists, shoppers and Shipyard employees.
- The **Fire Department** may need to transition to a full-time professional fire fighting staff in the near future.
- It may be more efficient to merge Kittery’s **Resource Recovery Facility** with that of Eliot’s.
- The Portsmouth Pierce Island Wastewater facility must be updated before the **clam flats** can be re-opened.
- DPW would like to explore becoming a “**Stormwater Utility**” in order to fund future improvements.” The first step is to conduct a feasibility study.
- Both the **Kittery Water District** and the **Town sewer system** derive a significant portion of their usage and revenues from the Shipyard. Changes to the status of the Shipyard could affect costs to other users.
- Lack of funding for **expansion of water service** makes it difficult to guide growth through the provision of water.
- If the **Kittery Water District administrative offices** chooses to relocate in the future, the existing site will be available for reuse.
- The recent expansion of the **sewer system** to the Business Park is expected to result in encouraging economic development.
- New technologies will make it feasible to provide **alternative methods of sewage treatment** to Kittery Point and rural areas of Town in the future.



Kittery's Marine Resources

KEY WATERWAYS

Kittery's harbor and waterfront areas include approximately 34 miles of shoreline, including rock outcrops, salt marshes, sandy beaches, mud flats, waterfront recreational areas, coves and mooring, commercial marina facilities, and a major federal installation at the Portsmouth Naval Shipyard. The waterfront and marine resources have played an important role in the history and development of Kittery, and the waterways are home to a wide range of commercial and recreational boat traffic. Much of the shoreline is in private ownership, with several large public parks such as Fort Foster and Fort McClary. All moorings, docks, piers, floats, and regulatory enforcement fall under the jurisdiction of the Kittery Port Authority (KPA). Key waterways include:

- **Piscataqua River:** Leading out to Portsmouth Harbor along the Kittery shoreline, the Piscataqua is an authorized federal navigation channel over 6.2 miles of its 13 length. The Piscataqua has multiple users, including freighters and tanker vessels, US military and Coast Guard, commercial fisherman, and recreational boaters.
- **Spinney Creek:** located just north of the Interstate 95 Bridge, this subtidal creek features a commercial aquaculture facility, several private float landings, and a private marina (in Eliot, ME) at the confluence of the creek with the Piscataqua River.
- **Back Channel:** This waterbody, an offshoot of the main Piscataqua River, runs from the western end of Badger's Island easterly to Spruce Creek between the mainland and Seavey Island, the location of the Portsmouth Naval Shipyard. The Back Channel is important for recreational boaters, particularly those docking on the northern side of Badger's Island. The channel is the waterbody closest to the revitalized commercial area in the Kittery Foreside.
- **Chauncey Creek:** The creek runs from the eastern end of Pepperrell Cove to Seapoint Beach, and due to its shallow depth, is used primarily by small water craft. Several private docks and a popular waterfront restaurant are located on the creek. Recent work has replaced overboard discharge (OBD) systems with septic systems, improving water quality.
- **Spruce Creek:** this three-square mile tidal saltwater estuary is fed by five freshwater streams that run roughly up the middle of Kittery. At low tide, approximately 2.5 miles of clam flats are exposed. Water quality is affected by non-point source pollution and "first flush" (initial surface runoff) during rainfall events.
- **Pepperrell Cove:** Adjacent to Kittery Point and Fort McClary State Park, this is the primary mooring area in the town.
- **Brave Boat Harbor:** Used primarily by small craft due to shallow depths, with limited private landings and no public facilities. It is located within the Brave Boat Harbor Division of the Rachel Carson National Wildlife Refuge.
- **Key waterfront natural areas** include Seapoint Beach, Rachel Carson National Wildlife Refuge, Fort Foster, Fort McClary, the nearshore islands (including the future Wood Island Life-Saving Museum), and the Isles of Shoals.



View across Back Channel of the Piscataqua River towards Portsmouth Naval Shipyard

WHAT DOES IT MEAN?

- Kittery has a complex waterfront, with large-scale commercial and military craft, marina and docking facilities, commercial fishing, and recreational boating
- Limitations exist on access to the waterfront from crowded shorefront parking and launching facilities, and long waiting lists for moorings
- Contamination from wastewater treatment outfalls and other sources has affected shellfishing and overall water quality
- Opportunities exist to increase public access to waterfront, and to increase visitation to Kittery by waterborne passengers

OPERATING CONDITIONS AND ACCESS

- Demand for access to the waterfront and for boating access is consistently high, and at key times of the season, is greater than the ability of existing landside facilities and moorings to meet.
- A significant portion of the available parking at Frisbee Pier (a primary parking area for Pepperrell Cove) is in a lot across Pepperrell Road. This lot is in private ownership.

OPERATING CONDITIONS AND ACCESS, CONTINUED

- In summer, the parking facilities at Pepperrell Cove can be extremely busy, and can become full. There can be extensive waits for pier/launch space to put dinghies in the water to reach moored vessels.
- Parking shortages also occur at the Traip Academy launching area.
- Other locations for parking and water access along the shoreline are limited, due to extensive private ownership of the shorefront.
- Major anchorages such as Pepperrell Cove have not been dredged in decades, leading to limitations on vessels that can safely moor and transit the area. The Pepperrell Cove anchorage was last dredged in 1916, to a depth of twelve feet. The navigation chart for the area shows depth of 11 to 7 feet at Mean Low Water (MLW), with local sources stating water depths are six to ten feet in half of the anchorage area.
- Storm winds and waves limit opportunities for additional moorings in exposed areas such as Fort Foster. Locations and plans for storage of floats during coastal storms should be evaluated, such as setting moorings in Chauncey Creek for temporary storage of the Pepperrell Cove floats.
- The currents occurring in the Kittery area can pose a hazard to small craft, particularly to human-powered craft such as kayaks.



Government Street Pier in the Kittery Foreside

WATER QUALITY

- Run-off and direct source pollution have led to contamination of area waters and led to shellfishing restrictions and prohibitions in certain areas.
- Major sources affecting the Piscataqua River are wastewater treatment plant (WWTP) outfalls from South Berwick and Kittery in Maine, and from Portsmouth and Newington in New Hampshire. The Portsmouth Naval Shipyard is also a major pollution source.
- Development pressure in Spruce Creek watershed further threatens water quality. The watershed is identified by Maine Department of Environmental Protection as a “nonpoint source pollution priority watershed” due to bacterial contamination, low dissolved oxygen, toxic contamination, and a compromised ability to support commercial marine fisheries”.

MUNICIPAL MANAGEMENT OF MARINE RESOURCES

The Kittery Port Authority (KPA) manages the town’s marine facilities including piers, docks, and over 500 moorings. Funding is derived primarily from collection of mooring and docking fees, and the Kittery Town Council approves the Port Authority’s budget. The KPA employs the Kittery Harbor Master, who oversees operations at the facilities, and provides marine law enforcement, rescue and education services to boaters within the tidal waters of the community. On the 2015 mooring registry, there are a total of 513 registered moorings, with approximately 20% assigned to commercial vessels and the remainder to recreational vessels. There is a twelve to fifteen-year waiting list for mooring spaces in Kittery. Major facilities under the jurisdiction of KPA include Pepperrell Cove and Frisbee Pier, Traip Academy boat launch, Government Street Pier, and the Back Channel.

FLOODPLAIN

- In November 2013, FEMA issued a Preliminary Digital FIRM (DFIRM) for York County, using updated flooding frequency and elevation data and modeling analysis. The mapping shows a larger floodplain area than previously mapped, with approximately 75 structures newly included in the floodplain (65 in the coastal area and the remainder in the interior).
- Due to challenges from Kittery and other coastal communities, FEMA withdrew the Preliminary DFIRM in December 2014. It is anticipated that FEMA will issue a revised Preliminary DFIRM for York County in 2016.



Kittery's Fiscal Capacity and Capital Investment

FISCAL POSITION

- Kittery's local valuation increased by 4 percent between 2010 and 2015, in contrast to the state as whole which saw a decrease of 21 percent over the same time period
- Between 2010 and 2015, the local tax rate increased by 10 percent
- Between 2010 and 2015, individual property tax bills increased by an average of \$495. For 2015, the average single family property tax bill was \$4,929
- Approximately 78 percent of Kittery's valuation is derived from residential properties, with 22 percent coming from commercial, industrial, and personal property
- Federal and state aid to Kittery has been shrinking which increases the reliance on locally-generated taxes



The local government depends on the residential property base to generate revenues for services

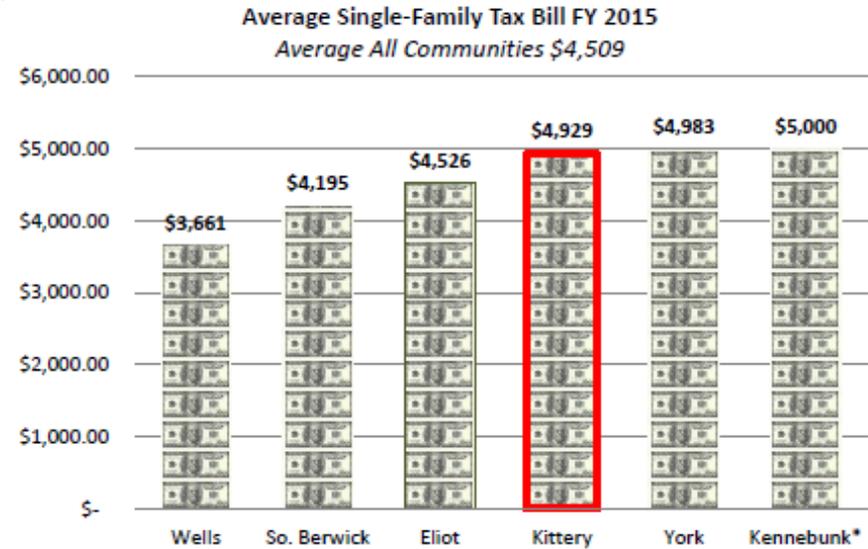
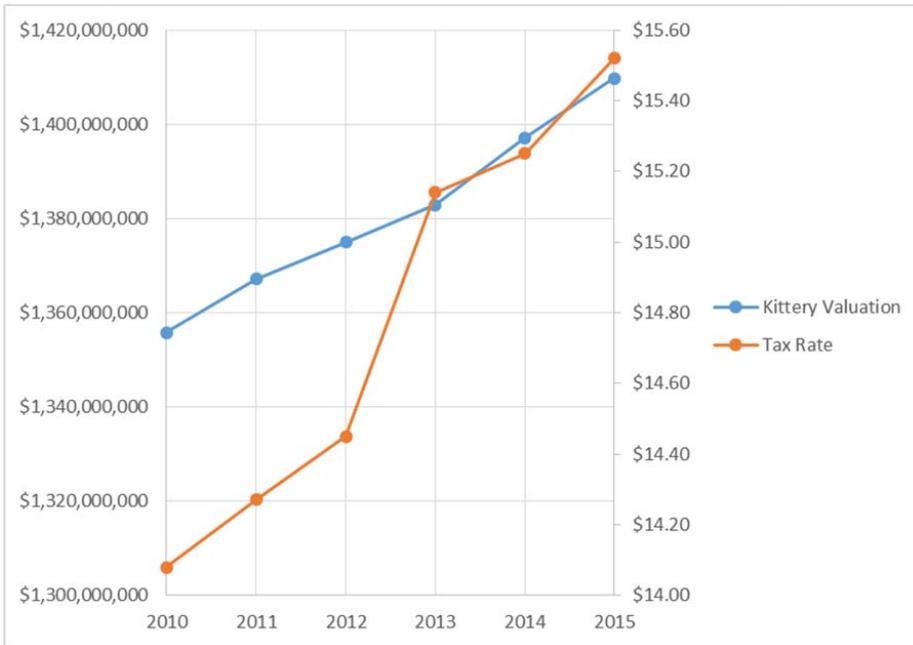
BUDGET

- Revenue:
 - Total revenue in Fiscal Year 2015 budget was \$27,124,366; property tax accounted for 80 percent of total
 - The State of Maine has a revenue sharing program which helps supplement the budget
- Expenses:
 - In Fiscal Year 2015, the Town spent \$27,141,118 on town functions, services and schools; school costs accounted for nearly 55 percent of the budget. Only 9 percent of the budget was spent on governmental administrative expenses
- Debt:
 - The Town has long-term debt obligations of \$32,545,880 or 2.17 percent of the State Valuation
- Investments:
 - At the end of Fiscal Year 2014, the Town had an unassigned fund budget totaling \$4,345,203, which was an increase of \$187,965 over the Fiscal Year 2013
- Capital Improvement Program:
 - A majority of capital improvement funding goes toward standard expenses such as equipment and maintenance, sidewalks, school upgrades, and parks and recreation facilities

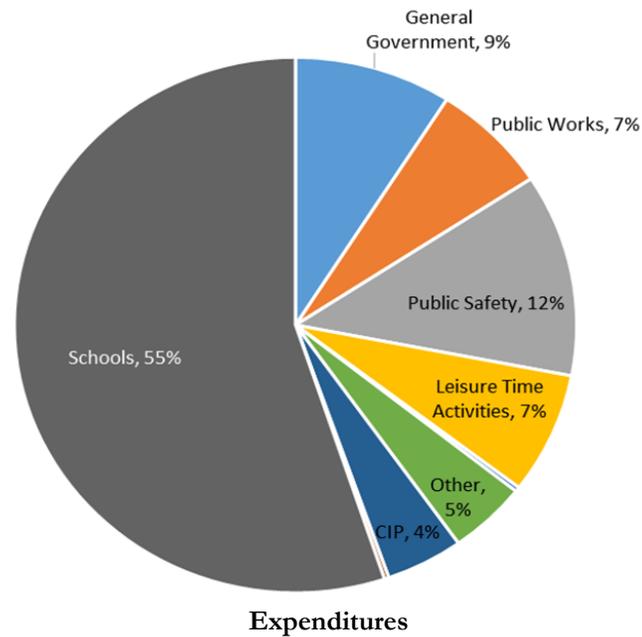
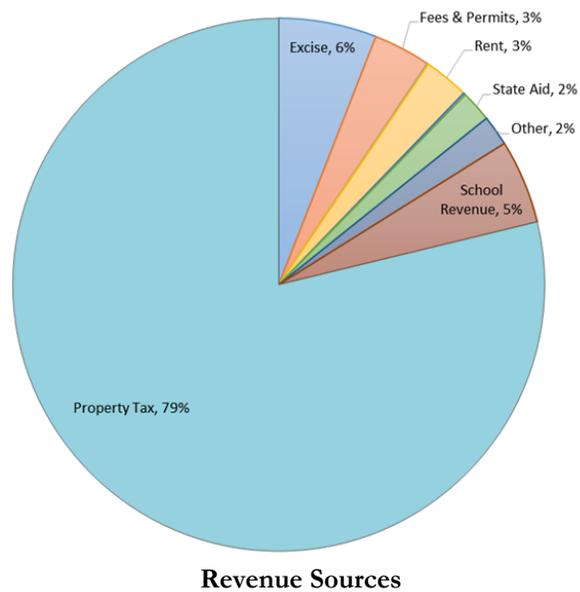
WHAT DOES IT MEAN?

- Stewardship of Town budgetary resources is essential toward leveraging greater economic development
- The Town has undertaken debt obligations to finance development, particularly in the Tax Increment Finance Districts; it is imperative that increment on development is generated in order to pay the bonds
- Kittery is highly dependent on residential property taxes and may need to create opportunities to diversify revenues through economic development

Kittery's valuation and tax rate have been increasing since 2010



A comparison of revenue sources to expenditure items from the Fiscal Year 2015





Kittery's Land Use

10

EXISTING LAND USE PATTERNS

- Over 57 percent of the land in Kittery is classified as a residential land use (both single-family, and multi-family); commercial, industrial, and institutional uses make up a combined 8 percent; open space makes up 21 percent; and vacant land is about 10 percent
- The current Land Use and Development code divides Kittery into eighteen base zoning districts with four overlay districts
- Approximately 78 percent of the land in Kittery falls within residential zoning districts, primarily the Residential-Rural (R-RL) district
- Kittery has three business districts, three commercial districts, and three mixed-use districts all allowing different types of commercial uses
- The overlay districts are in place to help the Town protect natural resources and water bodies from the impacts of development, and as a way to promote fishing and maritime uses



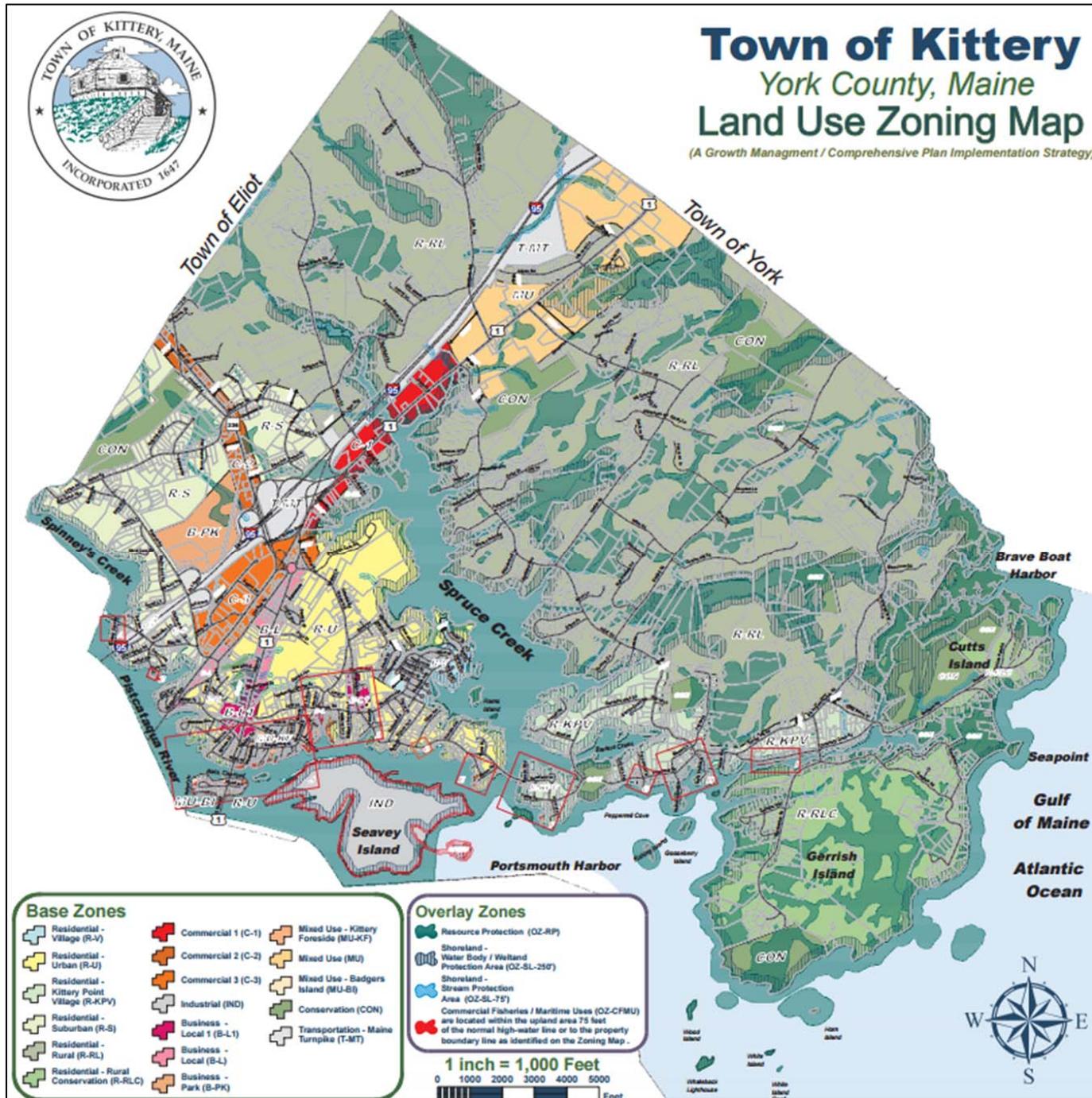
Within the Town, there are many different zoning districts each creating opportunities and challenges for the Town.

ISSUES AND CHALLENGES

- Redundancy:
 - Some of the zoning districts that regulate the same type of use (residential, commercial, and mixed-use) have different purpose statements, but very similar uses and dimensional requirements
- Inconsistency:
 - Many commercial districts have same dimensional requirements but differ when it comes to design elements for each
 - Industrial zoning district does not include any dimensional standards or requirements
- Minimum Lot Size Requirements:
 - In some districts where the purpose is to achieve a compact development pattern, minimum lot sizes are very large and challenge the purpose statement for the district
 - Small, single-use structures on large lots in mixed-use zones have less of an economic return when compared to areas that incorporate a compact development design
- Land Area per Dwelling Unit
 - The minimum land area per dwelling unit regulations in some districts limit the ability to create a more compact development pattern

WHAT DOES IT MEAN?

- The comprehensive planning process offers an excellent opportunity to hold community-wide discussions on development goals
- The purpose of the zoning district should reflect what is on the ground today, as well as what the community hopes to achieve in the future
- It is very important to match the desired development goals and aspirations with the zoning that is in place, or could be in place throughout the Town



HISTORIC, CULTURAL AND ARCHAEOLOGICAL RESOURCES

1

This chapter identifies and describes Kittery's historic and cultural resources and past efforts to preserve, promote and enhance them. Historic and cultural features include both physical resources [buildings, landscape features, landscapes, and archaeological sites (both historic and pre-historic)], as well as non-physical resources (organizations, clubs, programs and events), both of which contribute to the quality of life in the town. The chapter includes:

- A brief history of Kittery and an overview of the town's extant historic resources;
- A synopsis of past efforts to preserve historic and cultural resources; and
- A description of the historical and cultural organizations based in Kittery.

The chapter concludes with a compilation of issues, challenges and opportunities surrounding Kittery's historic and cultural resources to be considered by the town in shaping the Comprehensive Plan.

KITTERY'S HISTORY AND SURVIVING HISTORIC RESOURCES

CONTACT AND FIRST PERIODS (BEFORE 1675)

The Piscataqua Region of southern Maine and the seacoast of New Hampshire have attracted humans for centuries. Native peoples of the Abenaki tribe came to the area to collect shellfish



The Lady Pepperrell House, built in 1760, is a National Historic Landmark and one of the most treasured historic properties in the Town of Kittery.

and hunt game. While physical evidence of the Abenakis is not visible in Kittery, the town retains several place names stemming from this time of Native American settlement.¹ Piscataqua, for

¹ In 2014, the Maine Historic Preservation Commission (MHPC) released inventory data about prehistoric archaeological sites in Kittery. The report recorded eight known archaeological sites in the Kittery, six on the Shipyard property, one on tidal water, and an eighth on well-drained soils in the interior northeastern part of town. State historic preservation offices typically do not publish precise locations of prehistoric archaeological sites, as a means of securing their protection from vandalism and looting. However, maps showing general locations are available from the MHPC.

SUMMARY OF KEY POINTS

- Humans have inhabited the Kittery area for centuries, beginning with Native peoples, the Abenakis, who sought shellfish along the coast, and Europeans who came in the early 1600s, establishing the Town of Kittery in 1647 making it the oldest incorporated town in the State of Maine.
- Shipbuilding dominated the Kittery economy beginning in the mid-1600s, and continues today in the form of submarine repair and retrofitting at the Portsmouth Naval Shipyard, established in 1800.
- Forts have stood in Kittery near the mouth of the Piscataqua River since the early 1700s, established first to protect from British invasion, and later domestic and foreign wars. Both remaining forts, McClary and Foster, are now prominent historic and recreation sites.
- Beginning in the mid-1800s, Kittery became a tourist destination, with several large hotels built along the coast and one at Appledore Island in the Isles of Shoals.
- In the late-20th century Kittery became a regional shopping destination, with the addition of the Kittery Outlets along Route 1.
- While Kittery retains many historic buildings and landscapes, others have been severely compromised or altogether lost.

example is believed to be derived from Abenaki words for branch (peske) and strong-current-ed river (tegwe).²

The first known Europeans to explore the area were from Devon, England. Martin Pring sailed up the Piscataqua in 1603, describing the river as “a notable sheet of water, and of great depth, with beautiful islands and heavy forests along its banks.”³ Captain John Smith, discovered the Isles of Shoals in 1614, also remarked about the river’s attributes. The first settlement did not form until 1623, with incorporation following in 1647, making Kittery the oldest incorporated town in Maine.⁴ Originally, the town extended from the Atlantic Ocean inland including the towns of Eliot, South Berwick, Berwick and North Berwick. Early settlers engaged in the fishing and timber industries, as well as hunting and trapping, and as early as 1650, the British government selected the area as a spot to build ships for the Royal Navy, hoping to capitalize on its river and oceanfront location, as well as the abundant supply of native timber.

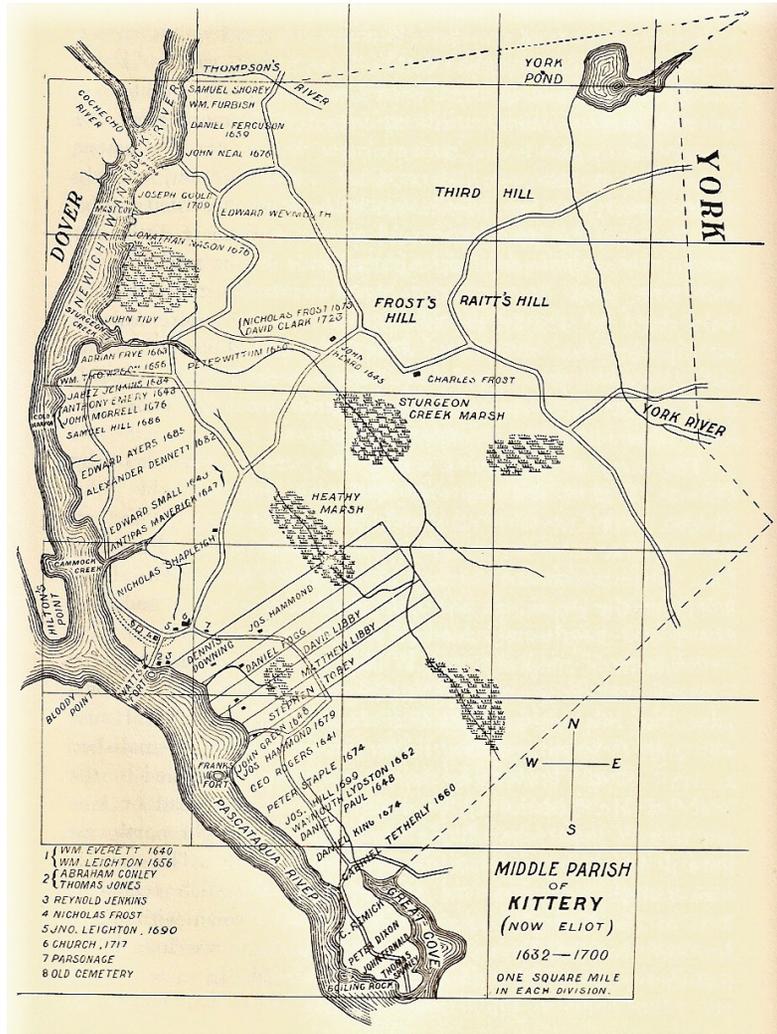
The names of early settlers appear on natural features and streets throughout Kittery. Shapleigh Road, for example, is named for Alexander Shapleigh, who came to the area in 1635. Pepperrell Road honors the Pepperrell family, who came to Kittery around

² <http://www.seacoastnh.com/Places-&Events/NH-History/The-Meaning-of-Piscataqua>)

³ Bardwell, John D., *Old Kittery*, 7

⁴ Kittery was so named for one of the early settlers, Alexander Shapleigh, who came from the manor of Kittery Court, Kingswear, Devon, England. Captain Francis Champernowne, another pioneer, also came from the same region of Devon. (Bardwell, 7)

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY AND ASSESSMENT



This map of Kittery in the 17th century shows settlement along the Piscataqua River (referred to as Pascataqua at the time). (Stackpole, *Old Kittery and Her Families*)



The Piscataqua River was first explored in 1603 by an Englishman, Martin Pring, who described it as “a notable sheet of water, and of great depth, with beautiful islands and heavy forests along its banks.” (Library of Congress)

the same time, establishing fisheries off the Isles of Shoals. Two notable extant structures date to the Pre-Contact Period. The Bray House was constructed in 1662 on Kittery Point by John Bray, a shipwright.⁵ Many early houses in Kittery reflected the garrison style with an overhanging second story to provide a clear view of the surrounding area. The Whipple Garrison, constructed in 1665

⁵ The Bray House is believed to be the oldest extant house in the State of Maine.



Fortifications stood at Kittery near the mouth of the Piscataqua River beginning in the early 1700s. Fort McClary (originally named for William) protected the coastline through several wars.

on Whipple Road, exemplifies this type of structure. The First Congregational Church of Kittery, located on Pepperrell Road in Kittery Point, was organized in 1653, however the original church structure no longer stands (replaced four times). Kittery also retains 288 historic architectural sites, documented by the Maine Historic Preservation Commission. Of these, three date to the First Period, including several shipwrecks and a fishing station.

COLONIAL PERIOD (1675-1775)

Fishing and shipbuilding continued to fuel the Kittery economy into the Colonial Period. Kittery's location at the mouth of the Piscataqua made it vulnerable to maritime invasions, and as early as 1715, the area that would become Fort McClary (originally named Fort William after William Pepperrell) was fortified, in order to protect the coast from attacks by the British. The shipbuilding industry burgeoned, eventually forming the base for American naval shipbuilding.

Several structures from the Colonial Period remain in Kittery. Significant among them are the William Pepperrell House (built in 1682, Pepperrell Cove), the Dodovah Curtis House (built before 1700), and the Lady Pepperrell House, built in 1760 (Kittery Point) and now a National Historic Landmark. The First Congregational Church of Kittery was constructed in 1730, and across Pepperrell Road is the parish's burial ground, holding the graves of many early settlers. In addition to these visible resources, the Maine Historic Preservation Commission has identified historic archaeological sites dating to the Colonial period, including shipwrecks, a farmstead, and domestic properties.

FEDERAL PERIOD (1775-1830)

The naval shipbuilding industry was officially established in the Federal period, making an imprint on Kittery that remains to this day. The United States Navy developed its first yard in 1800 on Seavey Island at the mouth of the Piscataqua, and the "Portsmouth Naval Shipyard" began producing warships in 1815. Early buildings on the Shipyard included Greek Revival style



The Portsmouth Naval Shipyard was established in 1800 and continues to serve the US Navy's maritime needs to this day. (Library of Congress)

officers' quarters (built in 1828), a marine barracks (built in 1822), a Shipyard Commander's quarters (1814), all sited along the main Charles Morris and Burrows Avenues. The Shipyard would continue to expand throughout the 19th century and into the 20th century, annexing and merging Seavey's Island with four others -- Pumpkin, Fernald, Jamaica and Clark's, and eventually growing to 288 acres with dozens of buildings.

EARLY AND LATE INDUSTRIAL PERIODS (1830-1915)

In 1842, the Portland, Saco and Portsmouth Railroad came to Kittery linking the town to points north and south, and fostering a



The Champernowne Hotel, constructed in 1890, was one of several resorts along Kittery's coast in the late 19th and early 20th centuries. (www.digitalmaine.com)

resort community. Following the Civil War, Kittery's economy shifted towards the tourism industry. Businessmen constructed large hotels and resorts on the Isles of Shoals and along the coast on Kittery Point, among these the Appledore House Hotel (1847)⁶, the Pepperrell Hotel (1873) the Pocahontas Hotel (1885)⁷, and the Hotel Champernowne (1890). Writers, poets, musicians, including Childe Hassam, William Morris Hunt, John Greenleaf Whittier,

⁶ The Appledore House Hotel was one of the first resort hotels built on the New England coast, constructed in 1847 by Celia Loughton Thaxter's father. (<http://www.shoalsmarinelaboratory.org/celia-thaxters-garden>)

⁷ "Welcome to Fort Foster, Kittery Point, Maine." (Town of Kittery brochure)



The Isles of Shoals was an early site of fisheries, operated by some of Kittery's first settlers. Two centuries later, it would become the site of a thriving summer tourist industry. (Library of Congress)

Nathaniel Hawthorne, Henry David Thoreau, came to the area, bemused by its natural beauty. The 1887 opening of the York Harbor Beach Railway, with its expanded passenger service stretching from Kittery Junction to York Beach, bolstered this local tourism economy.⁸

The resort hotels have disappeared, but many Greek Revival and Victorian style buildings still remain in Kittery, providing a snapshot of how the town appeared in the 19th century. Among these are the Robert and Louisa Traip house (ca. 1839), built in

⁸ Friends of the Rice Public Library, *Kittery, Gateway to Maine*, 31



The Rice Public Library, constructed in the Romanesque Revival style and located in the Foreside, is considered to be the most outstanding library structure in the State of Maine (www.digitalmaine.com)

Kittery Foreside in the Greek Revival style;⁹ The Mark and Eliza Wentworth House, located on Wentworth Road and built ca. 1830 in the Greek Revival style with Italianate details; and the William Dean Howells house (ca. 1870) built at Kittery Point in the Second Empire style. The Safford School, a one-room Gothic style vernacular structure still standing on Brave Boat Road, was constructed in 1871. Perhaps the most striking of Kittery's

⁹ Early images of the Traip house show the front door facing Wallingford Square, indicating that the house was turned. (Bardwell, 66)

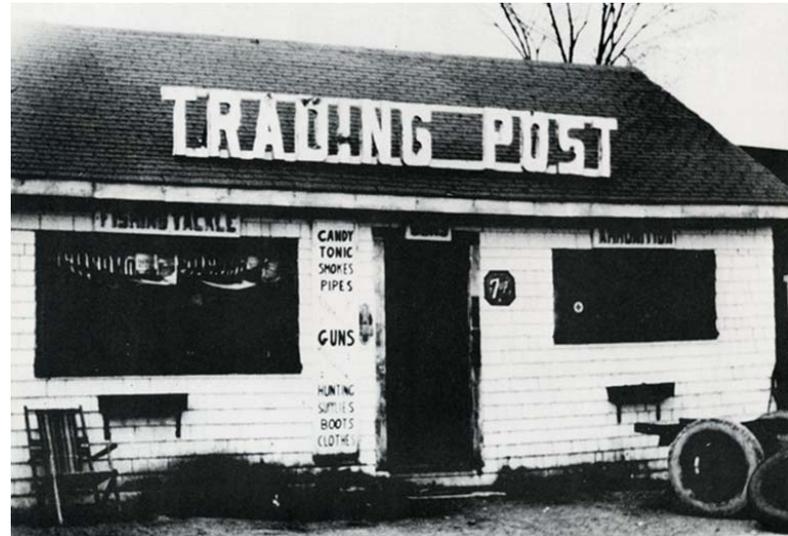
buildings from the Industrial Periods is the Rice Public Library, constructed in 1889 in the Romanesque Revival style with Queen Anne influences. This imposing two-story structure, designed by Boston architect Shepherd S. Woodcock, is known as the most outstanding library building in the State of Maine. Finally, the Whaleback Light Station, located in the Piscataqua River at the entrance to Portsmouth Harbor, was constructed in 1872 to replace an early lighthouse (built in 1829). It consists of an ashlar granite tower, standing 59 feet above the mean high tide level, with an octagonal lantern.¹⁰

Historic archaeological resources documented by the Maine Historic Preservation Commission from the Industrial Periods include several domestic structures, storehouses, and workshops, as well several additional shipwrecks.

EARLY MODERN & MODERN PERIODS (1915-TODAY)

In 1917, the US government authorized the Shipyard to build a submarine, and since that year, the facility has devoted itself to the construction, retrofit and repair of submarines. In 1958, nuclear energy was introduced as a means of powering the vessels, and the Shipyard pivoted to adopt the new technology. In 1969, the facility shifted its focus again to be responsible for overhauling the US Navy's submarine fleet.

¹⁰ <http://focus.nps.gov> (Whaleback Light Station National Register Nomination)



The original Kittery Trading Post was established in the 1930s and operated out of a one-room store on Route 1.

With the advent of the automobile in the early 20th century, bridging of the Piscataqua in the early 1920s, and development of US Route 1, travelers' services emerged, including filling stations, cabins, and snack bars. In the 1930s, the Kittery Trading Post opened along Route 1, originally operating out of a one-room store, and growing to become a full service recreation equipment and apparel store.¹¹ Warren's Lobster House, located at Memorial Bridge, opened in 1940 as a shack with six stools, constructed on pilings in the Piscataqua River.¹² Bob's Clam Hut, a popular Route

¹¹ Waters, Erika J., *Kittery to Bar Harbor, Touring Coastal Maine*, 13.

¹² Waters, 12.

**Kittery
Comprehensive
Plan Update
2016**



Map 1.1

HISTORICAL RESOURCES

Kittery, Maine National Register Listings

- 15. Kittery Fraternal Hall
- 16. Kittery Town Pound
- 17. US Route 1 Bypass
- 18. Wood Island Life Saving Station
- 19. 14 Stimson Street
- 20. 16 Trefethen Avenue
- 21. 124 Whipple Road
- 1. Bray House
- 2. Dennett Garrison
- 3. Fort McClary
- 4. Frank C. Frisbee Elementary School
- 5. John Paul Jones Memorial Park
- 6. Lady Pepperrell House
- 7. Mark and Eliza Wentworth House
- 8. Rice Public Library
- 9. Robert and Louisa Traip House
- 10. Rock Rest
- 11. Samuel Badger Monument,
- 12. Whaleback Light Station
- 13. William Dean Howells House
- 14. William Pepperrell House

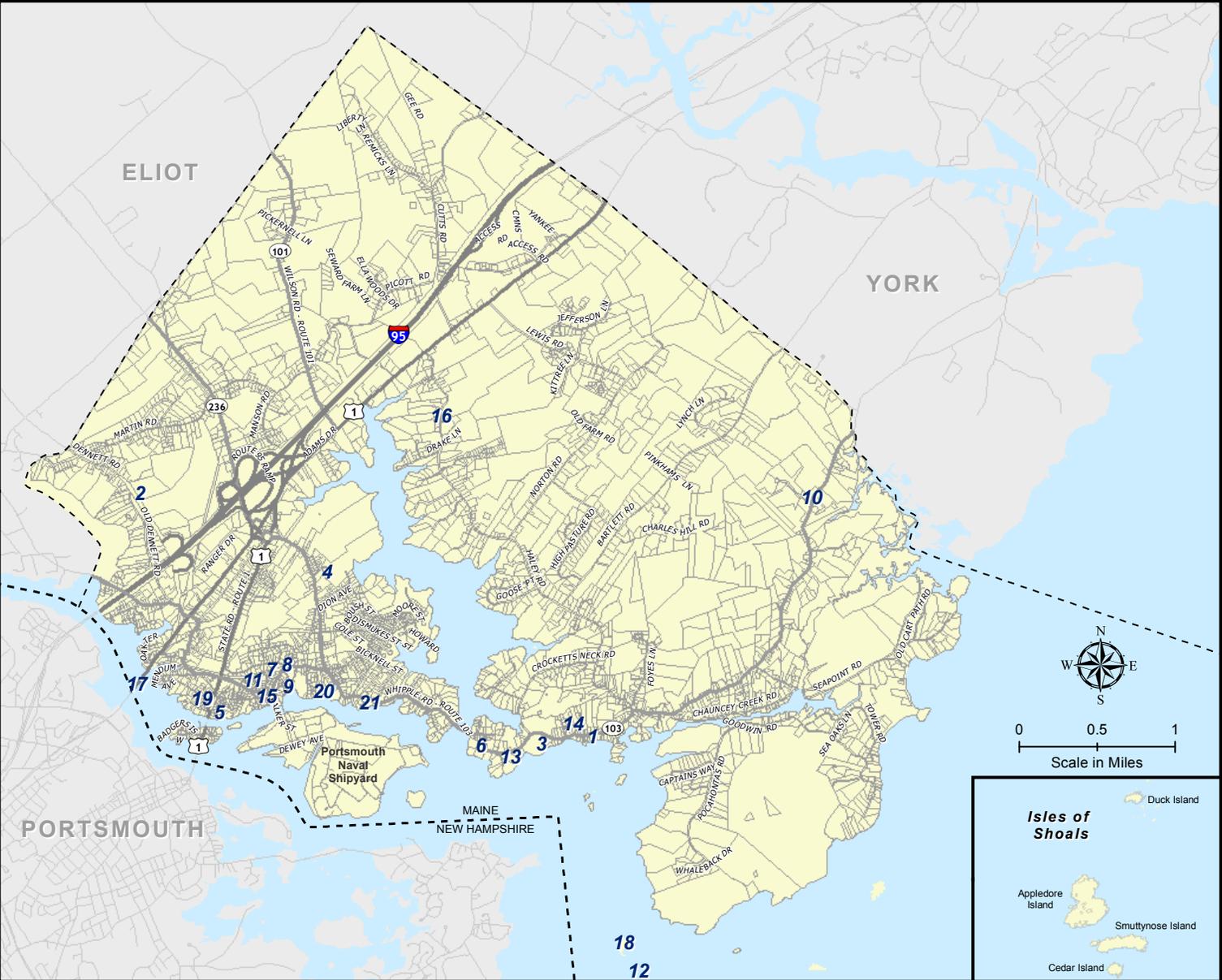
Scale in Miles

Isles of Shoals

- Duck Island
- Appledore Island
- Smuttynose Island
- Cedar Island

AECOM

This map is for general planning purposes only. The data used to create the map are not adequate for making legal or zoning boundary determinations or delineating natural resource areas. Exercise caution when interpreting the information on this map.





Bob's Clam Hut, established in 1956, has stood at the same site along Route 1 and is a regional dining destination.

eatery, opened in 1956. Construction of Interstate 95 later in the 20th century allowed residents to commute out of town for work, and Kittery became somewhat of a bedroom community for Portsmouth, Durham, and later, Boston. In the 1970s, work began on development of a retail center along Route 1 close to the York line. The Kittery Outlets gave the town a national reputation as a shopping destination.

Many homes were constructed in Kittery in the 20th century, including the large housing development known as Admiralty Village, built to accommodate military personnel. In 1946, Hazel

and Clayton Sinclair constructed Rock Rest, a small cottage on Brave Boat Harbor Road, and operated a guest house for African-American tourists to the Kittery area for nearly 31 years.¹³

The Maine Historic Preservation Commission's list of historic archaeological sites contains additional resources from the 20th century, including wrecked vessels as well as some structures at the Portsmouth Naval Shipyard.

PAST EFFORTS TO PRESERVE HISTORIC AND CULTURAL RESOURCES

National Register of Historic Places. According to the Maine State Preservation Commission's inventory data, the Town of Kittery has listed three districts (First Congregational Church, Isles of Shoals and Portsmouth Naval Shipyard) on the National Register of Historic Places, as well as the following individual properties¹⁴:

- Lady Pepperrell House, Route 103
- William Pepperrell House, Route 103
- Dennett Garrison, 100 Dennett Road
- Rice Public Library, 8 Wentworth Street

¹³ <http://focus.nps.gov>. (Rock Rest National Register Nomination)

¹⁴ The 1999/2002 Comprehensive Plan provides a description of each of the National Register properties, and also suggests other locally-significant properties to be considered for listing on the register. The Maine Historic Preservation Commission's 2014 list of properties on the register, as well as those that are or may be considered eligible, appears in this section.

SUMMARY OF KEY POINTS

- While Kittery has listed several properties and districts to the National Register of Historic Places, many more historic buildings and landscapes have not been recognized as such. The town also lacks a comprehensive inventory of historic resources, or a plan for preserving them.

- Bray House, Pepperrell Road
- William Dean Howells House, Pepperrell Road
- Whaleback Light Station, Piscataqua River
- Fort McClary, Route 103
- Samuel Badger Monument, behind 16 Otis Avenue
- John Paul Jones Memorial Park, Newmarch Street and Hunter Avenue
- Robert and Louisa Traip House, 2 Wentworth Street
- Mark and Eliza Wentworth House, 9 Wentworth Street
- Rock Rest, Brave Boat Harbor Road
- Frank C. Frisbee Elementary School, Rogers Road

The bulk of the designations occurred from the 1960s through the 1990s, with only two listings secured after 2000. In addition, the Maine State Historic Preservation Commission has designated several other properties and features have been or may be determined eligible for listing:

- Kittery Town Pound, Haley Road
- 16 Trefethen Avenue
- 14 Stimson Street

- US Route 1 Bypass
- 124 Whipple Road
- Kittery Fraternal Hall, Wallingford Square
- Wood Island Life Saving Station

While inclusion on the National Register is largely honorary, listed properties are potentially protected from negative impacts of federally-funded projects (such as proposed highway expansions that infringe on the National Register property).

Lady Pepperrell House, National Historic Landmark. Listed as a landmark in 1966, this High-Georgian style home in the heart of Kittery Point was built in 1759 by Lady Mary Hirst Pepperrell, following the death of her husband, Sir William Pepperrell. The home is privately owned. National Historic Landmark status is a more stringent form of historic resource protection.

Kittery Comprehensive Plan, 1999 (adopted in 2002). The 1999/2002 Comprehensive Plan noted that the town provided “very weak protection for historic and archaeological resources beyond that provided by state and federal requirements”. Local protection was limited to a requirement in the town’s land use regulations that the planning board review subdivisions and other development proposals to ensure that they do not have an undue adverse impact on historic sites before the project is approved. Furthermore, regulations did not assure protection of the town’s archaeological resources. The plan identified several policies that would advance these goals, including organizing volunteers to document historic properties, educating owners of historic

properties about the importance of maintenance, and establishing an historic commission.

Shoreline Overlay Zone (Section 16.3.2.17 of the Kittery Town Code). Kittery has incorporated this code into the development review process for the purposes of protecting archaeological and historic resources, as well as scenic beauty (among many other resources) along the town’s coastline from the impact of development.

Kittery Foreside Restoration. The Kittery Foreside, a small mixed commercial, civic, and residential district, evolved in the 19th century around Gate 1 of the Portsmouth Naval Shipyard. Wallingford Square, an open space named for a local World War I soldier, stands at the heart of the Foreside. Over the past decade, this area has seen a rebirth, with several restaurants, galleries and shops opening along its main streets and making it a vibrant place to visit, work, and live. In 2014, the town held the *Foreside Forums*, a series of listening sessions designed to gather public opinion about the restoration, and guide future development in the area. Participants articulated the need to support “organic” growth and protect against “overgrowth. They expressed desire to keep the area walkable and affordable, and to retain its authentic character, while enhancing gateways, park spaces, and connections to the waterfront.¹⁵

Safford School Redevelopment. Constructed in 1871-1872 at the corner of Brave Boat Harbor Road and Cutts Island Lane, this one-story wood-frame structure was the last remaining one -room

¹⁵ “The Foreside Forums, Listening Sessions on the Future of Kittery Foreside, 2014”

neighborhood school in the town, operating until the 1940s. As of the writing of this inventory chapter, town officials were deliberating over its future use.

EXISTING HISTORICAL AND CULTURAL ORGANIZATIONS

HISTORICAL ORGANIZATIONS

SUMMARY OF KEY POINTS

- Two historical institutions -- the Portsmouth Naval Shipyard Museum and the Kittery Historical and Naval Museum/Society -- serve as the main repository for artifacts pertaining to the history of the town. The Maine Room at the Rice Public Library holds additional historic books, maps, and genealogical information.
- Several of Kittery’s historical organizations are outdoor sites, including two historic forts (McClary and Foster), the Portsmouth Naval Shipyard, John Paul Jones Memorial Park, Celia Thaxter’s garden, and over 130 cemeteries and burial sites.
- Kittery’s historical organizations and sites help fuel its economy, as they draw tourists interested in military and naval history from across the country.

Portsmouth Naval Shipyard and Shipyard Museum (public-federal). The Shipyard, listed on the National Register of Historic Places, was established in 1800 as a ship-building facility for the US Navy. During World War I, it began constructing submarines, and continued to do so through the 1960s. Today, visitors (with clearance from the US government) can take a walking historical tour of the facility, passing barracks, the US Naval Cemetery, the Thresher Memorial Chapel, the Portsmouth Naval Prison, and several other historic sites (20 in total). The **Shipyard Museum** is located near Gate 1 and housed in a former gunpowder magazine-turned-commissary built in 1859. The museum retains artifacts pertaining to Seacoast maritime heritage, as well as the Shipyard itself, dating back to the early 1800s. The institution lends to other museums, but is only open to the public by appointment, and visitors must be accompanied by the curator (or docent).

Town of Kittery Archives. Kittery's Town Clerk maintains an archive historic town documents, including town reports, financial statements, birth, death and marriage records, within the Town Hall building. Older documents are stored in a locked safe, located in the Town Hall basement, while more recent information is available in the Town Clerk's office. The existing storage facilities adequately accommodate existing documents, with extra space for additional materials.

Fort McClary (public-state). Owned, operated and maintained by the State of Maine through its State Park system¹⁶, Fort McClary is both an historic site and a recreation facility located at the mouth of the Piscataqua River. Fortification existed in this area as early

¹⁶ The Town of Kittery Department of Public Works maintains a portion of Fort McClary.

as 1715, to protect the merchants of Massachusetts from duties placed on them by the colony of New Hampshire (Maine was part of Massachusetts at the time). The early fort, known as Fort William (named for William Pepperrell), also served to protect Kittery and Portsmouth from the attacking British during the Revolutionary War. The U. S. government built Fort McClary upon acquiring the site in 1803 before the War of 1812, and expanded it prior to the Civil War. No longer an active fort, the property retains several of its 19th century structures, including a blockhouse, rifleman's house, powder magazine, and many granite walls.

Restoration efforts at the fort have been fueled, in part, by the **Friends of Fort McClary**, a non-profit, volunteer organization that hosts musical events, encampments and reenactments, as well as raising restoration funds. Admission to the fort is voluntary, and about 30,000 to 35,000 visitors come each year, largely to experience history, but also to take in the "million dollar view" of Pepperrell Cove and Portsmouth Harbor, flanked by Whaleback Light in Kittery and Fort Point Light in Newcastle, New Hampshire.

John Paul Jones Memorial Park/World War I Memorial (public-state).¹⁷ An open space located on U. S. Route 1 at the approach to Memorial Bridge, John Paul Jones Park was developed by the State of Maine and dedicated in 1924 as the principal gateway to

¹⁷ In 2014, a bill was passed by the Maine Legislature to transfer ownership of the park to the Town of Kittery, but the bill was not signed by the Governor. The town has managed the property through a maintenance agreement with the State of Maine, however as of the writing of this inventory, the agreement has lapsed.

Maine. It serves as both a passive recreation space and the repository for “Sacrifices of War,” a bronze bas relief sculpture commissioned by the State of Maine following World War I.¹⁸ Created by female sculptor Bashka Paeff, the 13’ by 18’ panel depicts a woman protecting her child and two deceased youths.

Fort Foster (public-town). This town-owned property located along the Piscataqua River in Kittery Point dates to the early 1900s.¹⁹ It was named for Major-General John G. Foster, a New Hampshire native who served in the Civil War. Designed to house a full company of officers and enlisted personnel, it was never occupied as such. In the 1940s, the US government updated the fort in preparation for WWII, adding new bunkers, observation towers and guns, but shortly after the war, the fort closed. Originally a recreation area for the Portsmouth Naval Shipyard, it is now a popular Town of Kittery recreation site. (For more information about Fort Foster’s recreation facilities, see the *Recreation and Public Services & Facilities* chapters of the plan’s inventory.)

Wood Island Life-Saving Station (public-town and private non-profit). Owned by the Town of Kittery, the Wood Island Life Saving Station was built in 1908 to accommodate men of the US Life Saving Service (forerunner of the US Coast Guard) who performed rescue missions, via small rowing boats, to mariners in distress. It stands near the entrance to the Piscataqua River and consists of an old structure, two sea walls, and marine railway. A private, non-profit organization, the **Wood Island Life Saving**

¹⁸ The memorial is also known as the Maine Sailors’ and Soldiers’ Memorial.

¹⁹ In the 19th century, it was site of the Pocahontas Hotel.

Station Association (WILSSA) has spearheaded efforts to restore the building, seawalls and railway and to build a new pier, with the goal of creating a maritime museum, accessible via tour boats leaving from Portsmouth. Over \$750,000 in federal and state funds has been raised to support this effort, and the site is now part of an EPA Brownfield and MDEP/EDC grant to fund a remediation cleanup project in coordination with WILSSA’s historic restoration project. It was recently determined eligible for listing on the National Register of Historic Places.

Kittery Historical and Naval Museum/Society (private). This non-profit repository of historic Kittery artifacts is located in a former Department of Public Works garage within the Town Municipal Complex (the organization holds a 99-year lease on the property). The museum was established in 1970 when the Kittery Historical Society (incorporated in 1935) merged with the Kittery Naval Museum. The goal of the museum is to collect and exhibit both naval and Kittery history. Open from April through Thanksgiving (seasonal and off season hours), the museum attracts visitors largely interested in naval history who come to see ship models, a diver’s suit, and a model of the “Boon Island Lens,” an historic 6’ - 1” tall Second-Order Fresnel Lens once fueled by whale oil. The organization also exhibits material pertaining to the 300+ year history of the town, including images and artifacts from the grand hotels. The ca. 1700 Andrews Mitchell Garrison, was gifted to the museum by its owners, Captain Sidney and Beatrice Helliwell, and is housed within the rear of the building. The museum also maintains a small garden on the grounds, dedicated to Celia Thaxter, as well as cemetery records for many of Kittery’s 132 burial sites.



Kittery contains over 130 burial sites and cemeteries, scattered throughout the town. Many contain just a few graves.

USS Thresher Memorial Project Group (private). Established in 2011, this non-profit organization aims to raise and maintain public awareness of the personnel lost with the USS Thresher (SSN 593). Comprised of local civic leaders, Thresher family and crew members, submarine veterans, and other individuals, the group worked with the Kittery Maine Improvement Foundation to develop the memorial (focal point) to the vessel and events surrounding its demise. The memorial includes a 129' flagpole, located within the Kittery traffic circle (renamed "Memorial Circle"). Each foot of flagpole commemorates a soldier lost in the disaster.

Kittery Cemeteries (public and private). One hundred and thirty-two burial sites have been located within the Town of Kittery, ranging in size from a few graves to many acres. The Orchard Grove/Highland Cemeteries, located at the junction of Rogers and Shapleigh Roads, is the town's largest and features a Civil War monument atop its highest point. Many of the sites bear the names of the families interred within and/or the individuals who originally owned the surrounding properties. A Town Farm cemetery, located in the woods to the east of Haley Road, contains paupers' burials. The First Congregational Church Cemetery, located across Route 103 from the church, was included in the First Congregational Church and Parsonage National Register Historic District in 1997. A complete listing of the cemeteries, with the sites keyed to a map, appears in a finding aid, *Kittery Cemeteries*, compiled by the Kittery Historical and Naval Museum.

ARTS & CULTURAL ORGANIZATIONS

Kittery Community Center: STAR Theatre and Morgan Gallery (public). Located in the Kittery Community Center²⁰, the STAR Theatre is a 171-seat venue that hosts live theatre, performance events, lectures, trainings, workshops, and movies. It features state-of-the-art sound and lighting systems and a 20' x 30' movie screen with HD projector. Patrick Dorow Productions, Inc., an in-

²⁰ The Kittery Community Center is located in the former Frank C. Frisbee Elementary School, which, as noted earlier in this inventory chapter, has been determined eligible for listing on the National Register of Historic Places.

residence company, produces many theatre events at the STAR, including a youth series. The **Morgan Gallery** is an exhibit space located adjacent to the STAR, and host to curated shows featuring work of local and regional painters, sculptors, print-makers and mixed media artists. (For more information about the Kittery Community Center, refer to the *Public Facilities and Services* and *Natural Resources, Open Space and Recreation* chapters of this inventory.)

Rice Public Library (private). Founded by Arabella Rice through a bequest, the Rice Public Library is a private organization overseen by a board of trustees. Its two-story Romanesque Revival style main building, regarded as the most outstanding library structure in Maine, was designed by Boston architect Shepherd S. Woodcock. In 1988, the library purchased the former Southern York County District Courthouse, located diagonally across the street and renovated the building to house the expanding collections. It is known as the Taylor Building annex. Today, the complex retains over 50,000 items, including books, magazines newspapers, audio books, and a “Maine Room” collection of local and state genealogy and history resources. The library offers public programs to both children and adults, including family movie nights, musical performances, book discussions, and computer help programs. (For more information about the library facilities and plans the future, refer to the *Public Facilities and Services* chapter of the plan inventory.)

Celia Thaxter’s Garden, Shoals Marine Laboratory (private). Located on Appledore Island, this historic garden commemorates Celia Lighton Thaxter, a 19th century poet a native of Appledore Island. Her father built and operated the Appledore Hotel where many 19th century poets, writers and artists visited and drew



The Morgan Gallery, located outside the STAR Theatre in the Kittery Community Center showcases the work of local artists.

inspiration for their work. Celia established and maintained a cutting garden, providing flowers to the hotel. She also published

“An Island Garden,” chronicling her work. Visitors may see the garden in the summer months, when Appledore is accessible via tour boats, leaving from Portsmouth. Staff of the Shoals Marine Laboratory, a station co-managed by the University of New Hampshire and Cornell Universities, maintains the garden.

Kittery Art Association (private). This non-profit, volunteer-run organization was established in 1958 to “promote knowledge of the arts, stimulate interest in the work of local artists, and



Inspiration Park, located at the corner of State Road and Government Street was restored in 2014 by garden club members.

express appreciation for the abundant creativity in the seacoast area.” The organization operates an exhibition space on Coleman

Avenue in Kittery Point where non-juried shows are held throughout the year, and offers classes for adults and children. The KAA also administers the *Marsha Abigail Ryder Scholarship Fund*, established in the early 2000s to support students from Traip Academy wishing to pursue studies and careers in the arts.

The Dance Hall Kittery (private). Located on Walker Street (Kittery Foreside) in the former Kittery Grange building, the

Dance Hall hosts music and dance performances from artists around the world. In addition to live events, the non-profit organization offers cross-generational classes and artist residencies and engages in community-based projects.

Harbourside Garden Club (private). Established in 1930, the volunteer-run, membership-driven Harbourside Garden Club is a member of the Garden Club Federation of Maine, Piscataqua District. The club members meet regularly to exchange information about techniques and plant materials, visit gardens, hold and attend workshops, and work in the community to help beautify the town. In the 1950s, the club restored the gardens at the Lady Pepperrell house, and in the 1960s, members planted many flowering crabapple trees throughout the town. In 2014, the club restored a derelict garden located at the corner of State Road and Government, known as “Inspiration Park.”

Wentworth Dennett Studios (private). Located at 78 Government Street in the former Wentworth Dennett Elementary School provides studio space to musicians, painters, potters, print-makers, and jewelry artists. It also houses a yoga studio. In 2015, the studios hosted “Art on the Hill,” a holiday season-long open studio event, exhibiting the work of artists on three floors of the building.

Private Galleries. Several privately owned and operated galleries provide additional exhibition space for visual artists. **Buoy Gallery**, located on Government Street in the Foreside, offers visual and performance art space. **Just Us Chickens Gallery** is an artists’ cooperative located on Shapleigh Road offering space for members to market their work. Other private galleries include the **Red Door Pottery Studio** (Government Street) and **Folk** (Wallingford Square).

Other Civic Organizations and Clubs. Kittery is home several organizations and clubs that sponsor and carry out community-based activities. Included in this group are **Cub Scouts** (Pack 316), **Boy Scouts** (Troop 307), **Girl Scouts**, the **Rotary Club** of Kittery, the Kittery **Lions Club**, and the **Knights of Columbus** of Kittery, Maine.

IDENTIFICATION OF PRELIMINARY ISSUES,
CHALLENGES AND OPPORTUNITIES

The following is a preliminary list of issues, challenges and opportunities posed by the findings of the inventory of existing conditions of Kittery’s historic and cultural resources. Please note that these are subject to change with the preparation of goals and objectives, not yet drafted (at the time the inventory was prepared)

- The town has no official single repository for historical materials. Currently, this responsibility is split between the Kittery Historical and Naval Museum and the Portsmouth Naval Shipyard Museum, with town documents held by the Kittery Town Clerk.
- The town has no comprehensive inventory of historic and cultural resources. Such an inventory would help educate residents and newcomers to the town about the significance of the historic buildings and landscapes, and encourage property owners to protect and preserve them.

- The town’s ordinances do not include provisions for preventing loss of historic buildings (such as demolition delay). The oldest house in Maine, the Bray House, has recently lost much of its historic fabric through a house renovation project. An exception to this is the Shoreline Overlay Zone Code which protects archaeological and historic resources and scenic beauty along the coastline from the negative impacts of development within shoreline areas.
- The town has not taken advantages of state-sponsored programs (such as the Certified Local Government Program) that promote and fund preservation of historic and cultural resource.
- The town currently has no historical commission or entity to serve as steward of Kittery’s historic properties (buildings, landscapes and other historic features). Such an entity would oversee completion of an inventory of historic and cultural resources, and advocate for protection of these resources through National Register designations and amendments to the existing development bylaws.
- The town’s ordinances do not regulate fence height and placement. Of particular concern is the placement of fences along sections of roadway rimming the water, where passersby can take in picturesque views.
- The town’s military history, a significant part of its past, is not being utilized to its full potential to attract tourists.

- The town's youth are largely uninvolved in efforts to preserve Kittery's historic and cultural resources.
- The Friends of Fort McClary have expressed concern about looting of granite pieces from Fort McClary and would like to see the town become more of a watchdog over this type of illegal activity.
- Large traffic volumes at the entrances to Fort McClary and Fort Foster in summer negatively impact travel along Route 103.

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<http://www.kitterymuseum.com>
<http://www.woodislandlifesaving.org>
<http://www.harboursidegc.org>
<http://thedancehallkittery.org>
<http://www.shoalsmarinelaboratory.org/celia-thaxters-garden>
<http://focus.nps.gov>

INTERVIEWS

Kim Sanborn, Kittery History & Naval Museum
Dean Gallant, president, Board of Trustees, Kittery Art Association
Gary Hildreth, Portsmouth Naval Shipyard
Joe Gluckert, Portsmouth Naval Shipyard Museum
Gary Best, Maine State Parks and Historic Sites
Glenn Dochtermann, Fort McClary
Dane Parker, Friends of Fort McClary

NATURAL, OPEN SPACE, AND RECREATION RESOURCES

2

“If there is anything lovelier than the scenery of this gentle river I do not know it; and I doubt if the sky is purer and bluer in paradise.”

-William Dean Howells, 1902

The rambling, windswept coast of Kittery, and robust waters of the Piscataqua River have attracted humans for over 400 years. The area’s first known European discoverer, Martin Pring, described the landscape in 1603, with “a notable sheet of water, and of great depth, with beautiful islands and heavy forests along its banks.”¹ Nearly 300 years later, poets, writers and artists regarded the area as their muse, inspired by its extraordinary natural beauty. Today, residents and visitors alike covet the rocky beaches, coastal swamps, and evergreen covered uplands.

This chapter identifies and describes Kittery’s natural resources, open space, and recreation resources, and summarizes past efforts to protect, promote and expand them.² It also identifies issues, opportunities and challenges surrounding them to be addressed in the recommendations of the Comprehensive Plan.

¹ Bardwell, John D., *Old Kittery*.

² Much information for the Natural Resources section of this inventory chapter was derived from the 1999/2002 Comprehensive Plan document, updated as required.



The headwaters of Spruce Creek lie at the north end of Kittery, at the Eliot town line. As the creek flows southward, it widens and becomes a large, navigable waterway. Clam flats edge the banks, but are not harvestable because of water quality levels.

NATURAL RESOURCES

GEOLOGY, TOPOGRAPHY AND SOILS

Geology. Kittery’s geology includes bedrock outcropping, marine silts and clays, and glacial till and outwash. The bedrock dates to 375-450 million years ago, with most concentrated south and east of Interstate 95. Within depressed areas of the bedrock lie the

hydric marine soils, combined with pockets of glacial outwash. In the northwest end of Kittery lie several drumlins with deep soils.

Topography. Slopes across the town consist largely of upland, gently undulating or flat terrain, varying in elevation between 20 and 80 feet above sea level. In three areas of town, Cutts Ridge, Bartlett Hill, and land to the north of Barter’s Creek, the land rises more steeply, with the highest point in Kittery, 140 feet, on Cutts Ridge.

Soils. The United States Soil Conservation Service has established the dominant soils in Kittery to be Lyman (shallow and underlain by bedrock, moderately-rapidly drained), Scantic and Sebago (both deep, level, poorly drained). The most prevalent soils are a combination of Lyman and Scantic, combined with rock outcroppings, extending from Brave Boat Harbor southwestward to encompass all of Kittery Foreside and Seavey Island. The area west of 95 and downslope of Cutts Ridge has areas of prime farmland soils and soils of statewide significance for farming interspersed within the prevailing Scantic and Lyman soils.

WATERSHEDS & SURFACE WATERS

Kittery contains five riverine watersheds, described below.

Piscataqua River Watershed. The Piscataqua runs along the southwest boundary of Kittery, separating the town from Portsmouth, New Hampshire, and dividing New Hampshire and Maine. This watershed includes all of the land in Kittery draining into the Piscataqua River and its estuary. **Spinney Creek**, a sub-

SUMMARY OF KEY POINTS

- Geology, topography and soils in Kittery reflect its geographic location along the Atlantic coast. Bedrock closely underlies much of the town, interspersed with pockets of marine soils and glacial outwash.
- Five riverine watersheds cover most of Kittery, with the largest extending along the Piscataqua River and Spruce Creek. Many smaller tributaries feed these waterways.
- The town has relatively few fresh water resources, and much of the public drinking water is supplied by wells.
- Kittery contains very little farmland and supports just three active farms.
- Kittery supports three “natural areas,” as defined by the Maine Natural Areas Program, including salt-hay salt marsh, white oak-red oak forest, and dune grassland.
- Two “habitat focus areas,” defined by Beginning with Habitat, are located in Kittery. These areas, located in the Brave Boat Harbor-Gerrish Island area and York River Headwaters area, support rare plants, animals and their habitats.
- The town’s location at the confluence of the Piscataqua River with the Atlantic Ocean, combined with the many extant historic buildings and landscape features, give Kittery tremendous scenic quality.

watershed, lies along the western edge of the Piscataqua River Watershed. The area known as Gerrish Island forms the eastern edge of the Piscataqua River Watershed (with one-third of Gerrish Island draining into the Atlantic).

Spruce Creek Watershed. Spruce Creek runs diagonally from northwest to southeast through the heart of Kittery. Its watershed originates in Eliot and drains the geographic core of the town. Draining the uplands surrounding Spruce Creek and its estuary are seven smaller creeks and brooks – **Wilson, Chickering, Fuller, Hill, Hutchins, Crocketts and Barters.**

York River Watershed. The area north of the Spruce Creek watershed drains from Cutts Ridge towards the York River. Cutts Ridge Stream, Libby Brook and Johnson Brook all contribute to this watershed.

Brave Boat Harbor Watershed. Land in this watershed lies at the eastern corner of Kittery and drains into Brave Boat Harbor and then out to sea.

Gerrish Island Watershed. This small watershed includes land southeast and seaward of the highest point on Gerrish Island (1/3 of the area) towards the sea.

Chauncey Creek, another significant estuarine surface water body, separates Gerrish Island from the mainland, draining northeastward parallel to the coastline and outflowing into Brave Boat Harbor and the Atlantic Ocean.



Chauncey Creek separates Gerrish Island from the mainland, draining towards the Brave Boat Harbor (and the Atlantic Ocean) to the north. The area depicted above once held a tidal mill.

WATER SUPPLY AND AQUIFERS

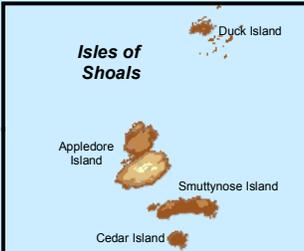
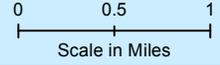
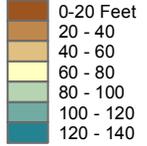
Despite the estuaries formed by rivers, the town has comparatively few fresh water resources, and none reaches the state's standards for water quality. The public drinking water is supplied by surface water resources in York (the Bell Marsh Reservoir, Middle Pond, Folly Pond, and Boulter Pond) and is augmented by wells where residents live outside the public water supply areas. Two sand and gravel aquifers underlie the town, both located near Cutts Ridge within the York River watershed.

**Kittery
Comprehensive
Plan Update
2016**



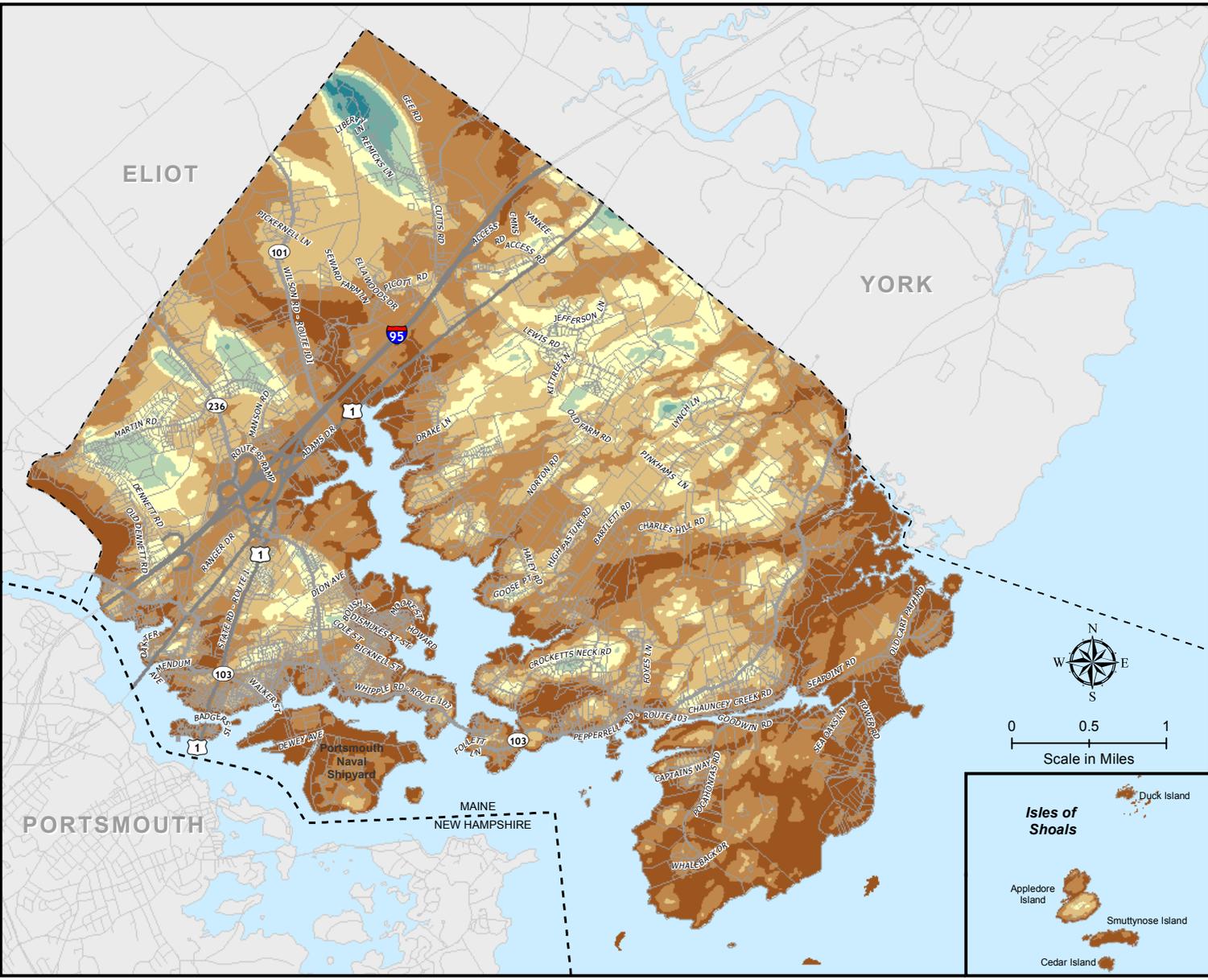
**Map 2.1
TOPOGRAPHY**

Elevation in Feet



AECOM

This map is for general planning purposes only. The data used to create the map are not adequate for making legal or zoning boundary determinations or delineating natural resource areas. Exercise caution when



Kittery Comprehensive Plan Update 2016



Map 2.2
SOILS

- | | | | |
|--|-----------|--|--------------|
| | Biddeford | | Naumburg |
| | Brayton | | Other |
| | Buxton | | Peru |
| | Chocorua | | Raynham |
| | Colton | | Scantic |
| | Croghan | | Scio |
| | Elmwood | | Sebago |
| | Hermon | | Skerry |
| | Lyman | | Sulphemists |
| | Madawaska | | Udipsamments |
| | Marlow | | Vassalboro |



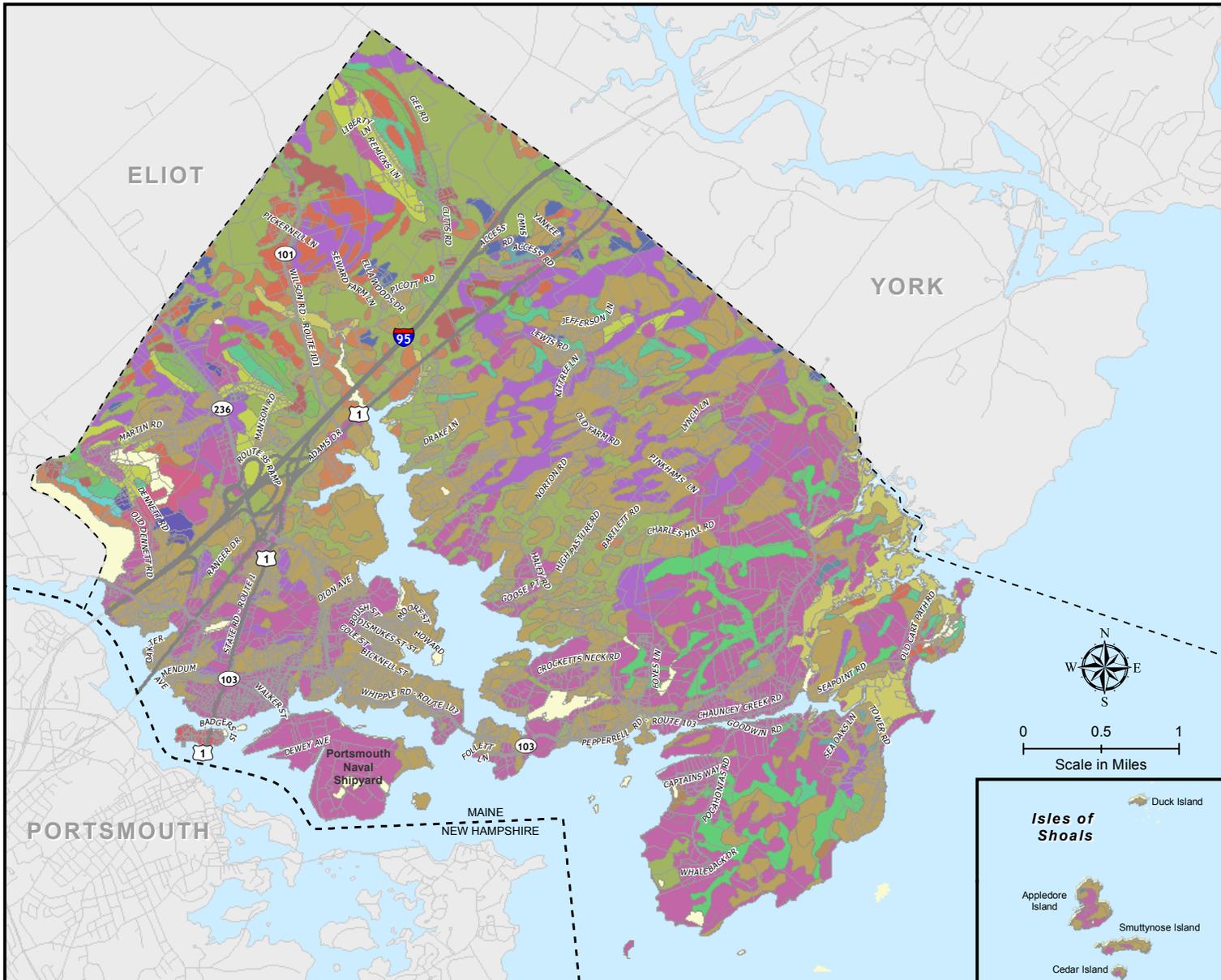
0 0.5 1
Scale in Miles



Soils data was retrieved from Gridded Soil Survey Geographic (gSSURGO) by state, January 19, 2016.



This map is for general planning purposes only. The data used to create the map are not adequate for making legal or zoning boundary determinations or delineating natural resource areas. Exercise caution when interpreting the information on this map.

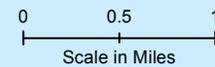


Kittery Comprehensive Plan Update 2016



Map 2.3 WATER RESOURCES

- Mooring Areas
- Navy Mooring Areas
- NWI Wetlands
- Water Quality Sampling Stations
- Waterfront Facilities
 1. Spruce Creek
 2. Piscataqua River
 3. Badgers Island
 4. Back Channel
 5. Government Street Pier
 6. Traip Academy
 7. Portsmouth Naval Shipyard
 8. Pepperrell Cove
 9. Chauncey Creek
 10. Fort Foster
 11. Wood Island Life Saving Station
 12. Crescent Beach
 13. Seapoint Beach
 14. Rachel Carson NWR
 15. Brave Boat Harbor



Isles of Shoals

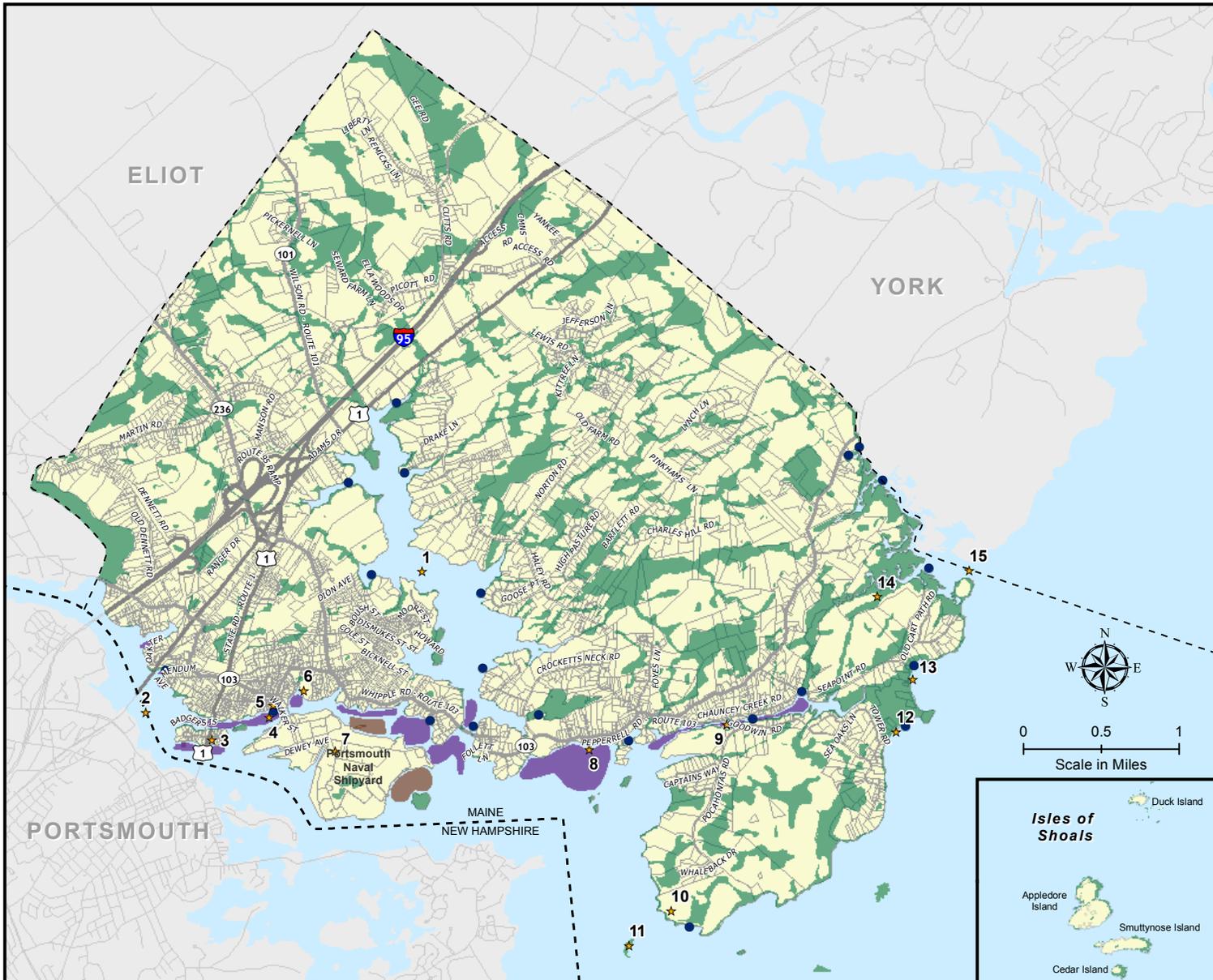


NWI (National Wetlands Inventory) wetlands version 2 was retrieved from the U.S. Fish and Wildlife Service and published in May 2016.

Water quality sampling stations, waterfront facilities, and mooring areas were provided by Planning Decisions, Inc. and digitized by GRANIT at UNH, October 1999.

AECOM

This map is for general planning purposes only. The data used to create the map are not adequate for making legal or zoning boundary determinations or delineating natural resource areas. Exercise caution when interpreting the information on this map.



Kittery also likely has bedrock aquifers into which residents tap for private wells. For additional information on water quality, refer to the *Public Facilities and Services* chapter of this inventory.

FLOOD HAZARD AREAS & INCREASING SEA LEVELS

The Federal Emergency Management Agency (FEMA) has mapped the 100-year floodplain and flood hazard areas in the upland areas of Kittery's watersheds. In general, the floodplain and flood hazard boundaries follow the contours of the waterbodies themselves. These areas have a 1% chance of being flooded in any given year. However, at the time of the writing of this inventory chapter, FEMA was in the process of updating its flood hazard risk information, and had prepared new Flood Insurance Rate Maps (FIRMs) which included inland riverine areas. The town was encouraging Kittery residents to review the maps to understand potential impacts on private property. Also, because Kittery is a coastal community and the land is subject to the impact of velocity from the tides, much of the town is or will be affected by impending sea level rise.³

³ The Maine Department of Conservation predicts that sea level rise will likely occur two times faster in the coming century than it did in the last century ("Maine Coastal Erosion and Hazards," Stephen M. Dickson, Ph.D., State Marine Geologist, Maine Geological Survey, Department of Conservation, Augusta, Maine, 2004)



The Rustlewood Farm, located at the northern end of town and straddling the Kittery-Eliot border, is one of the last remaining large dairy farms in Maine.

WETLANDS

Kittery contains many types of wetlands, scattered throughout the town, with the most common in the form of emergent, forested, scrub shrub wetlands, and vernal pools. Forested wetlands are the most prevalent, with significant representation in the vicinity of Martin Road/Dennett Road, on the interior of Gerrish Island, and east of Wilson Road (south of Cutts Ridge). Scrub shrub wetlands exist along the southwest branch and middle reach of Spruce Creek. Kittery's largest marshland area

lies along Johnson Brook, and large forested/scrub shrub wetland stands in the northwest corner of town between Gee and Betty Welch Roads.

FOREST LAND

Kittery contains several forested areas in the form of both wetland forests (noted above) and uplands forests. Some of the upland forests are white oak-red oak natural communities (defined below). The town maintains the 72-acre Town Forest, located off Haley Road, and upland deciduous forest. In addition, 90 acres of privately-owned forested land in Kittery receives special assessment through the state’s Current Use Protection Program (see *Open Space Resources*, below).

AGRICULTURAL LAND

The large amount of bedrock, combined with shallow, poorly drained soils limits the amount of land in Kittery suitable for farming. Where suitable soils exist, they stand in small pockets, complicating the ability to farm on a large scale. The town does have prime farmland soils (typically comprised of sandy loams) in the following locations:

- North shore of Spinney Creek
- Wilson and Fernald Roads
- Northeast of Lewis Road
- Off McEacherns Way
- Between Bartlett and Norton Roads

- On Gerrish Island near Sisters Point
- North of Adams Road and south of I-95.

Kittery has just a few remaining farms. The 300-acre **Rustlewood Farm**, located in the northeast corner and straddling the Kittery-Eliot line, raises milk cows. The next generation has begun a mixed vegetable operation under the name of **Greenlaw Gardens**. This occupies 5 acres of Rustlewood Farm fields and supplies vegetables to local restaurants, specialty food shops and a seasonal farm stand.

There are a few small personal farm operations in town - a beef cattle and small CSA at **Sawyer Farm** on Bartlett Road and a **Christmas Tree Farm** adjacent to Deering Pond. The **Touching Earth Farm**, located on Stevenson Road, is a CSA farm cultivating produce crops and raising bedding and vegetable plants in the farm’s greenhouses. At the present time, the town does not maintain a community garden, although residents have expressed interest in the idea.

RARE, THREATENED & ENDANGERED SPECIES

The Maine Department of Agriculture, Conservation and Forestry’s Maine Natural Areas Program maintains a list of rare native vascular plant species in Maine whose populations within the state are highly vulnerable to loss, including those that are “Endangered” (rare and in danger of being lost from the state in the foreseeable future), “Threatened” (rare and, with further decline, could become endangered), and of “Special Concern” (rare in Maine, but not sufficiently rare to be considered



Threatened or Endangered). As of 2015, the list of rare plants contained 347 species, some of which have been accounted for in

The Piping Plover is a shorebird that nests and feeds in the sandy beaches of the Atlantic. The species may be present in Kittery.

the Kittery area.⁴ Principal among these are Bitternut Hickory, Bottlebrush Grass, Mountain Laurel, Northern Wild Comfrey, Saltmarsh False-foxglove, Scarlet Oak, Spicebush, Spotted Wintergreen, Wild Coffee, and Wild Garlic.

The Maine Department of Inland Fisheries and Wildlife manages inland fish and wildlife listed under the Maine Endangered Species Act (MESA) and the U. S. Endangered Species Act (ESA) or both.⁵ Currently, 22 inland fish and wildlife species are listed as “Endangered” and 23 are listed as “Threatened” under MESA, some of which are also listed under ESA. The list “Endangered” list includes birds, fish, beetles, butterflies, skippers, dragonflies, damselflies snails, mammals, snakes, and turtles. The “Threatened” list includes birds, fish, butterflies, skippers, dragonflies, damselflies, freshwater mussels, mayflies, moths, mammals and reptiles. In the Kittery area, accounts of the Spotted Turtle have been recorded, as well as the Endangered New England Cottontail Rabbit. The region west of 95 and north of 236 is within a new proposed Refuge area for USFWS known as the "Great Thicket".

INVASIVE PLANT SPECIES

⁴ The Maine Natural Areas Program’s “Elements of Diversity: Rare, Threatened and Endangered Plants,” published in September 2015 provides a list of the 347 species.

⁵ Species listed under MESA receive state protection; species listed under ESA receive federal protection; species listed under both receive state and federal protection.

Maine’s Department of Agricultural, Conservation and Forestry’s Maine Natural Areas Program monitors invasive plant species in the state. An invasive plant is defined as a plant that is not native to a particular ecosystem, whose introduction does or is likely to cause economic or environmental harm or harm to human health. Of the 2,100 plant species recorded in Maine, approximately one-third are non-native, but only a small fraction is considered invasive. However, these have the potential to cause great harm to the landscape. Currently, 19 invasive species and 29 potentially invasive species exist in Maine, some of which may grow in Kittery.⁶ In addition, Maine’s Department of Environmental Protection maintains an inventory of invasive aquatic species. In the Kittery area, European Naiad and Curly Leaf Pond Weed have been found⁷

UNIQUE NATURAL AREAS: ECOSYSTEMS, NATURAL COMMUNITIES, HABITAT FOCUS AREAS AND ESSENTIAL HABITATS

Ecosystems. The Maine Natural Areas Program has identified many ecosystems throughout the state. Ecosystems are defined as a group of communities and their environment, occurring together over a particular portion of the landscape, and held

⁶ The Maine Natural Areas Program maintains this list of invasive species on its website:

http://www.maine.gov/dacf/mnap/features/invasive_plants/invasives.htm

⁷ “Maine’s Invasive Aquatic Plants: Confirmed Infestations,” Maine Department of Environmental Protection, March 2011.

together by some common physical or biotic feature. In Kittery, *Coastal Dune-Marsh Ecosystem* has been identified – low-lying coastal areas with sand beaches, dunes and saltmarshes behind the dunes – along the 30 mile coastline. Included in this ecosystem are beach strands, dune grasslands, Pitch Pine dune woodlands, Rose-Bayberry maritime shrublands, and *Spartina* saltmarshes.

Natural Communities. The Maine Natural Areas Program has also classified and distinguished 104 natural community types in the state, three of which lie in Kittery:

- *Salt-hay Salt Marsh*, tidal marshes consisting of expanses of saltmeadow cordgrass, smooth cordgrass, and/or black-grass.
- *White Oak - Red Oak Forest*, deciduous forest dominated by red oak with a mix of white oak.
- *Dune Grassland*, sand dunes dominated by beach grass, with patches of beach-pea, red raspberry, bristly gooseberry and/or poison ivy.

Habitat Focus Areas. Beginning With Habitat, a collaborative program of federal, state and local agencies and non-governmental organizations, is a habitat-based approach to conserving wildlife and plant habitat on a landscape scale.⁸ The organization has worked with biologists from several federal and state agencies and organizations, to identify areas of statewide ecological significance that contain unusually rich concentrations of at-risk species and habitats. These “habitat focus areas”

⁸ www.beginningwithhabitat.org

support rare plants, animals, animals and natural communities, high quality common natural communities; significant wildlife habitats; and their intersections with large blocks of undeveloped habitat. Of the 140 focus areas statewide, Kittery contains two:

- *Brave Boat-Gerrish Island*. This area located in both Kittery and York along much of Kittery’s Atlantic coast, includes many associated natural communities and provides the habitat needed to support most of the plants and animals native to Southern Maine.
- *York River Headwaters*. This area covers 1,000 acres of uplands and wetlands in York, Eliot and Kittery. It includes a tidal marsh estuary ecosystem with intertidal bays, and is one of the largest unprotected *Spartina* saltmarshes in the state. The York River is currently being studied for possible "Wild and Scenic" designation from the US Park Service.

In addition, the *Mount Agamenticus* focus area, while only bordering Kittery, is one of the largest remaining expanses of undeveloped forests in coastal New England. It abuts Kittery’s Brave Boat Harbor focus area and watershed.

Essential Habitats. Maine’s Department of Inland Fisheries and Wildlife (MDIFW) designates “essential habitat” areas. These are areas currently or historically providing physical or biological features essential to the conservation of an endangered or threatened species in Maine which may require special

management considerations.⁹ Currently, MDIFW has identified two essential habitats which may be present in Kittery, the *Piping Plover and Least Tern* habitat, and the *Roseate Tern* habitat. Piping Plover and Least Tern nesting sites are located on the sand beaches along the Atlantic coast, and Roseate Tern sites are located on off-shore islands. Because Kittery contains both sand beaches and off-shore islands, it is likely that both habitats exist, or may develop in the future, within the town.

SCENIC RESOURCES

Located on the Atlantic coast and bordered on the south by the Piscataqua River, Kittery possesses tremendous visual and scenic



⁹ Maine Department of Inland Fisheries and Wildlife (MDIFW), “Essential Habitat: Overview,” fact sheet. Essential habitats in Maine have been mapped, and sites do appear in York County, although not as far south

Scenic views in Kittery include both those of natural areas, as well as historic features, such as the First Congregational Church Cemetery (and Piscataqua River/Gulf of Maine).

**Kittery
Comprehensive
Plan Update
2016**



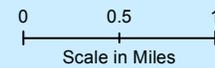
**Map 2.4
CRITICAL NATURAL
RESOURCES**

Scenic Views and Vistas:

- Category One
- Category Three
- Category Two

Scenic Areas:

- A Wallingford Square
- B Kittery Point Village
- Active Farmland
- Conserved Land
- Land in Farm & Open Space
- Waterfront Facilities



**Isles of
Shoals**

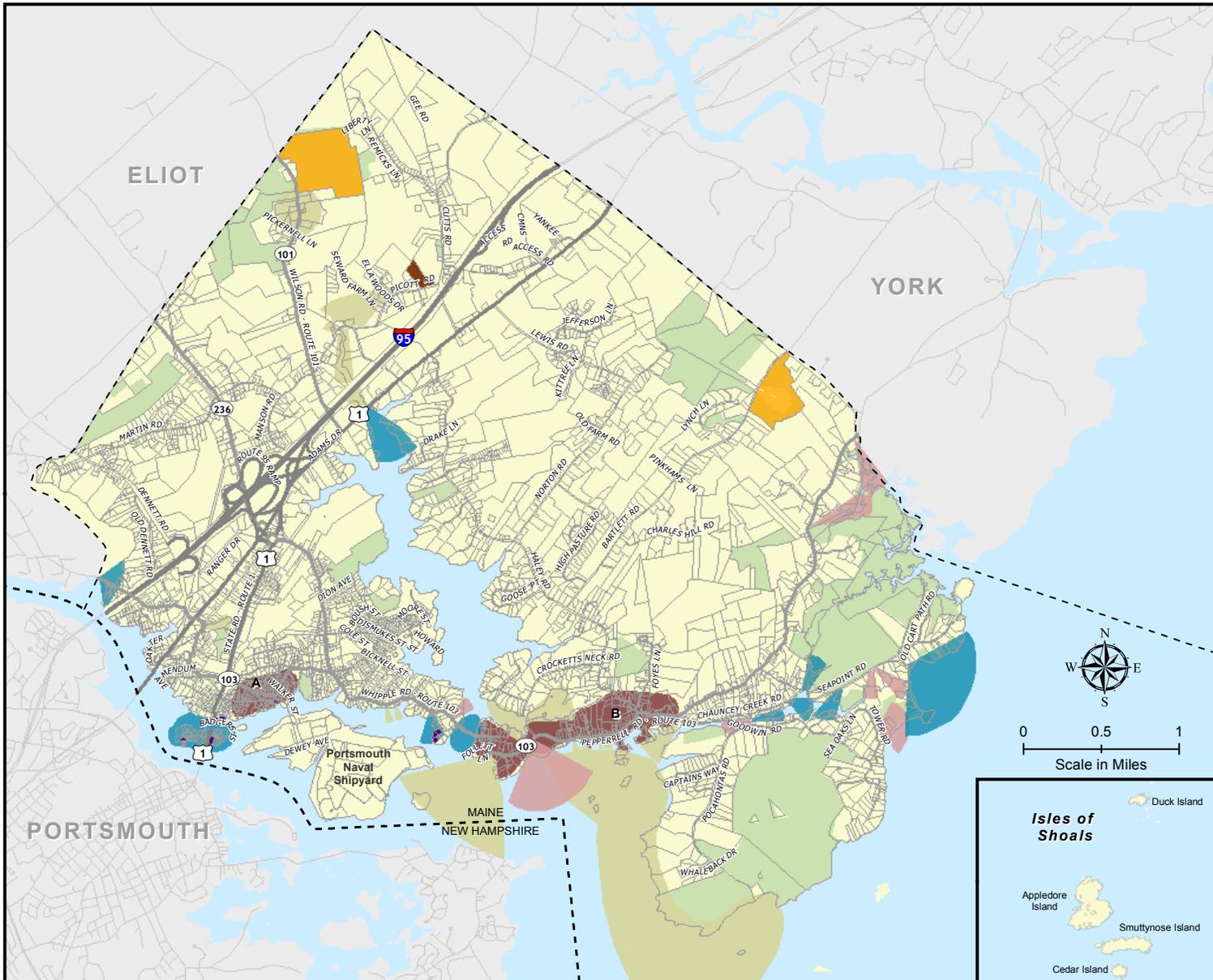


Scenic areas, views were compiled by Planning Decision, Inc. and were digitized by GRANIT at UNH, October, 1999.

Active farmland, conserved land, waterfront facilities were provided by Planning Decision, Inc. and were digitized by GRANIT at UNH, September, 1999.

AECOM

This map is for general planning purposes only. The data used to create the map are not adequate for making legal or zoning boundary determinations or delineating natural resource areas. Exercise caution when interpreting the information on this map.



quality. Views include both those seen from the land, looking outward across the water, as well as views of Kittery, from the water. Several inland views of historic building clusters, including Kittery Point and Kittery Foreside, are possible from the roads that wind throughout. Views may be classified as follows:

- Unobstructed by natural or manmade features, over land toward the ocean or tidal inlet or bay; or uncluttered over land or water toward a hill, open land or other natural feature
- Over land or water that include manmade features associated with settled areas
- Over land or water that include traditional maritime features

Kittery residents have rated views according to scenic value to the community, and have divided the views into three categories: 1 (highest value), 2 (very high value), and 3 (high value).¹⁰ A total of ten views were rated 1, thirteen views received 2, and eight were rated 3. Scenic roads (discussed later in this inventory chapter) were also rated on a highest (1), very high(2) and high (3) scale and residents identified a total of 23 such scenic roads.

KITTERY’S STREET AND PUBLICLY-OWNED TREES

The Town of Kittery Department of Public Works conducted a street tree and publicly-owned shade tree inventory in 1994, locating species, documenting condition, and noting any

¹⁰ The 1999/2002 Comprehensive Plan provided a complete listing of these views.

maintenance needs and/or site conflicts. The inventory also highlighted “hazard trees,” or trees to be removed. Each tree received a number and the number was associated with the location (street address). In summary, the inventory found that Kittery contained many substantially-sized street trees representing a range of species, and noted that of the 1,300 publicly-owned trees, many were in decline because of age, damage, poor growing conditions. Ninety-seven trees were found to be “hazardous,” and in need of immediate removal. The inventory recommended that Kittery devote the resources of its tree program to maintenance, and also to implement an ordinance that would promote good tree care. It also recommended new plantings of trees at targeted areas, such as schools, and encouraged “memorial” tree plantings.

PAST AND CURRENT NATURAL RESOURCE PROTECTION EFFORTS

Spruce Creek Association. Established in 2002 by a group of Kittery and Kittery Point residents, this non-profit membership organization devotes itself to the monitoring and protection of the 9.8 square mile Spruce Creek Watershed, located in both Kittery and Eliot. Many members live along the Spruce Creek waterfront and are concerned about the long term beauty and health of the waterbody and its watershed. Goals of the association include providing stewardship of the creek; standardizing watershed-related ordinances; offering educational programs; and establishing a method of reporting and remedying violations. In March of 2008, the association completed a **Spruce Creek Watershed-Based Management Plan**. Updated in 2014, the goals of the plan included:

Kittery Comprehensive Plan Update 2016

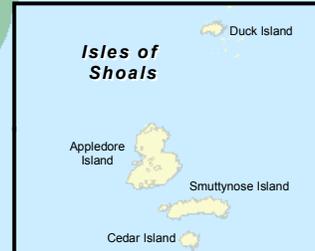
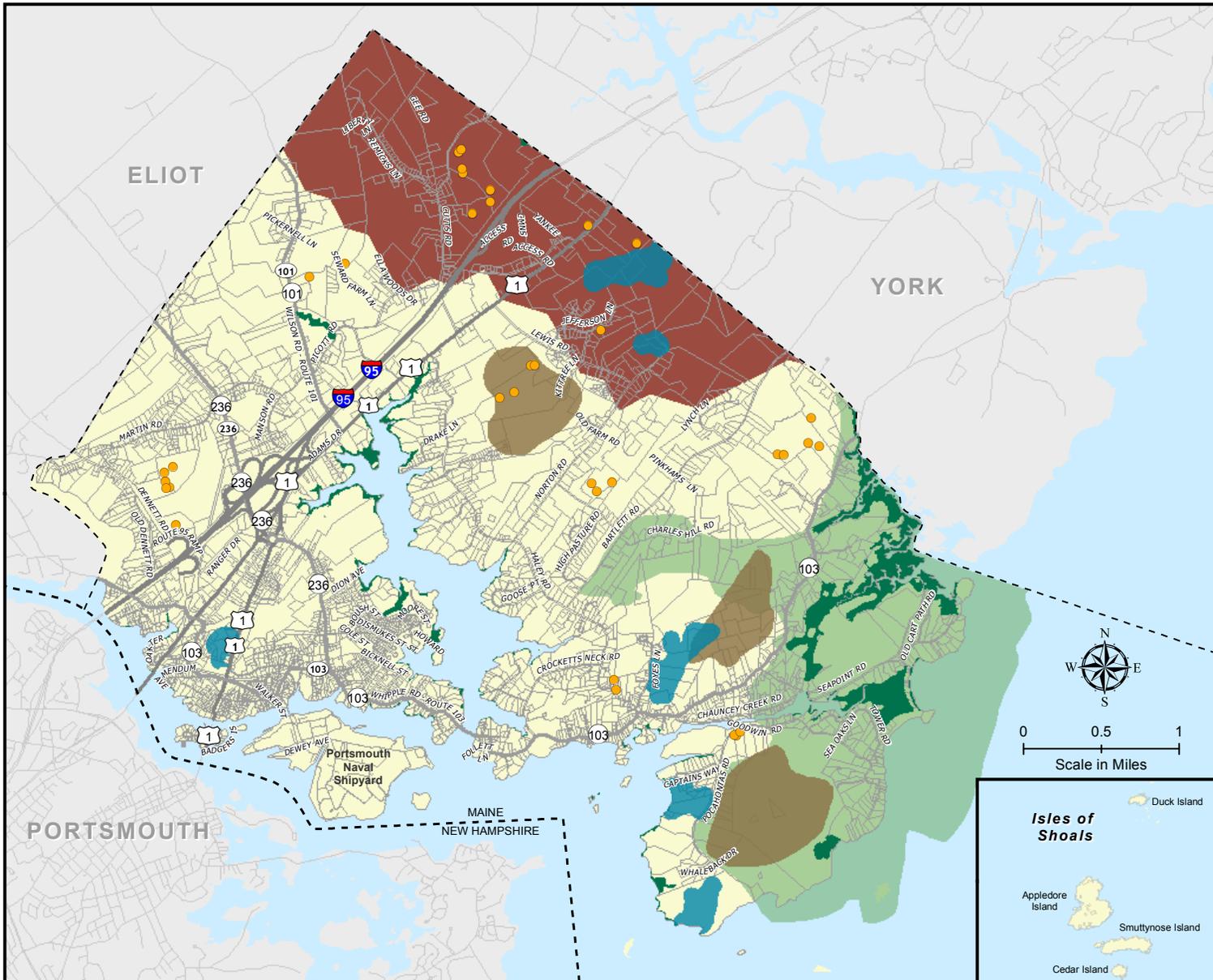


Map 2.5

HABITAT FOCUS AREAS

Critical Natural Areas: Habitat Focus Areas

-  Deer Wintering Area
-  Habitat Focus Area
-  Inland Waterfowl and Wader Bird Habitat
-  Tidal Waterfowl and Wading Bird Habitat
-  York River Watershed
-  Vernal Pool Locations



Watershed data was retrieved from the 'Gulf of Maine Land-Based Pollution Sources Inventory': http://www-orca.nos.noaa.gov/projects/gomaine/gis_data.html

Deer Wintering Area (8/1/2011), Inland Waterfowl and Wader Bird Habitat (6/14/2016), Tidal Waterfowl and Wading Bird Habitat (5/6/2016), Vernal Pool Locations (8/24/2016) derived from maine.gov.

York River Watershed were provided by Beginning with Habitat and digitized.



This map is for general planning purposes only. The data used to create the map are not adequate for making legal or zoning boundary determinations or delineating natural resource areas. Exercise caution when interpreting the information on this map.



Spruce Creek as seen from Route 1, looking southward. Concern about the water quality in the creek, as well as its scenic beauty, fostered the activism of the Spruce Creek Association

- Re-opening shellfish beds in Spruce Creek
- Ensuring that Spruce Creek meets minimum Class B and SB water quality standards
- Ensuring that Spruce Creek is useful and healthy for drinking, recreation, fish, birds, and other wildlife now and in the future.

The plan included many implementation measures to meet these goals, some of which can be taken on by watershed stakeholders.

Kittery Shellfish Conservation Committee. This seven-member committee, appointed by the Kittery Town Council, is tasked with surveying Kittery’s clam flats once every three years to establish size, distribution and density of the clam population. It also recommends conservation closures and opening of flats in conjunction with area biologists of the Maine Department of Marine Resources.

Kittery Comprehensive Plan, 1999 (adopted in 2002). The 1999/2002 Comprehensive Plan identified many goals aimed at protecting and managing the quality of the town’s water, critical natural and scenic resources, including:

- Protecting the quality and supply of surface waters
- Protecting the quality and supply of groundwater
- Protecting wetlands
- Managing the use of flood prone areas
- Protecting significant wildlife
- Maintaining the town’s scenic quality while respecting property rights
- Preserving scenic quality of the shoreline
- Maintaining and enhancing high value scenic views from public viewing sites
- Maintaining and enhancing the visual character of Kittery’s scenic roads.

IDENTIFICATION OF PRELIMINARY NATURAL RESOURCE ISSUES, CHALLENGES AND OPPORTUNITIES

The following is a preliminary list of issues, challenges and opportunities posed by the findings of the inventory of existing conditions of Kittery's natural and scenic resources.

- The town's topography, soils and associated wetlands place limits on the extent of development possible. Shallow depths to bedrock further complicate this constraint.
 - Wells currently supply drinking water to many Kittery homes, making preservation of groundwater and aquifer quality critical to the health of the community.
 - Rising sea levels pose a long term threat to development near flood hazard areas. These areas include the edges of Kittery's major surface waters as well as portions of the watersheds.
 - The largest of Kittery's remaining active farms, the Rustlewood Farm, has been conserved; the other smaller scale farm operations are not protected from future development.
 - Kittery contains many unique natural areas, including natural communities, habitat focus areas and essential habitats, all of which add to the town's visual appeal and to residents' quality of life. Opportunity exists to protect these areas, while at the same time preserving individual property-owner's rights.
- Kittery possesses tremendous visual and scenic qualities, making it a highly desirable place to live and providing attractions for visitors. Opportunity exists to protect these qualities, while at the same time preserving individual property-owner's rights.
 - Opportunity exists to adopt regulations limiting the amount of farming soils that can be removed from a property, as a means of preserving existing agricultural lands town-wide.

OPEN SPACE RESOURCES

As noted earlier in the introduction to this inventory chapter, residents of Kittery place high value on open space for its contribution to the town’s physical character, as well as its natural beauty. The role open space plays in guarding natural resources and providing recreation opportunities furthers residents’ level of appreciation. Of Kittery’s 12,000 acres and 30 miles of coastline, approximately 14% has been protected in perpetuity from development through one of the following means¹¹:

1. Ownership by the United States government
2. Ownership by the State of Maine
3. Ownership by a non-profit conservation organization or land trust
4. Town ownership of recreation and forest lands

FEDERALLY-OWNED PROTECTED OPEN SPACE

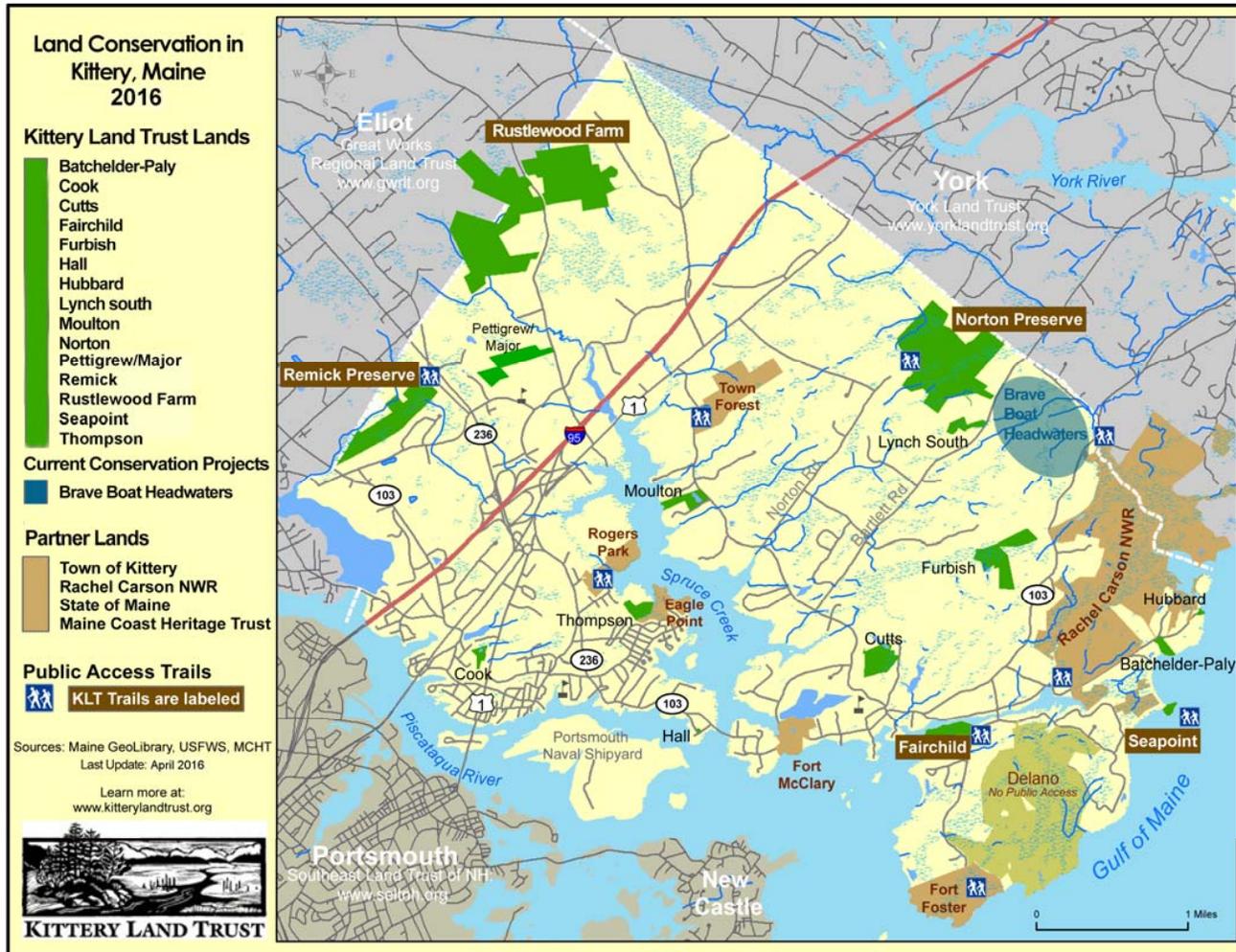
Rachel Carson National Wildlife Refuge. This large expanse of salt marshes and estuaries rimming 50 miles of coastline, extends from Cape Elizabeth (at its northern end) to Kittery, providing protected land for migratory birds. Land acquisition is in process, with the goal of obtaining a total of 14,600 acres. The Brave Boat

¹¹ www.kitterylandtrust.org. The Kittery Land Trust has protected 810 acres, and other entities steward 850 acres, including 3 miles of coastline. The KLT website lists a total acreage for the town as 12,000, whereas other sources list 48,000.

SUMMARY OF KEY POINTS

- Of Kittery’s 12,000 acres and 30 miles of coastline, approximately 14% of the acreage and 10% of the coastline have been protected through a variety of conservation methods.
- While the State of Maine and Town of Kittery own some of this protected land, the majority has been conserved through the efforts of the Kittery Land Trust (840 acres) and Maine Coast Heritage Trust (408 acres).
- Kittery is also the southern “anchor” of the Rachel Carson National Wildlife Refuge, with its Brave Boat Harbor division, located in northeast Kittery, covering 400 acres.
- Kittery’s scenic roads, including Route 103 (Pepperrell Road and Whipple Street), are some of the town’s most treasured assets. Visitors come from far and wide to drive the winding routes and take in historic and sea-facing views.
- Kittery’s Conservation Commission is charged with protecting the natural resources located within the territorial limits of the town.
- The Kittery Open Space Advisory is tasked with maintaining an inventory of public open space and making recommendations to the Town Manager about acquiring and/or deaccessioning this space.

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY AND ASSESSMENT



Conservation lands in Kittery include Federally-owned, State-owned, town-owned lands, as well as those owned by the Kittery Land Trust and Maine Coastal Heritage Trust, both nonprofit land trusts. (Kittery Land Trust)

Harbor division of the refuge consists of more than 800 acres, with 400 of the acres along Kittery’s coastline. In addition to spectacular bird- watching, visitors to the refuge can take advantage of 1.8 miles of walking trails (known as the Cutts Island Trail) through scenic uplands in the vicinity of Brave Boat Harbor. The area is home to several species of rare and/or endangered birds and animals, including the Piping Plover, New England Cottontail, and Saltmarsh Sparrows.

STATE-OWNED PROTECTED OPEN SPACE

Fort McClary State Historic Site. Located at the mouth of the Piscataqua River with an entrance off Pepperrell Road in Kittery Point, this 37-acre property is owned and managed by the State of Maine as an historic and recreation site. It also provides habitat to a variety of upland and coastal flora and fauna habitats.

TOWN-OWNED PROTECTED OPEN SPACE

Fort Foster. Located on Kittery Point and jutting into the Gulf of Maine (Atlantic Ocean), Fort Foster covers 89 acres of upland and coastal wetland area.

Seapoint and Crescent Beaches. Located between Fort Foster and Brave Boat Harbor, these beaches extend across approximately 4.5 acres.

Kittery Town Forest. Managed by the Kittery Conservation Commission and Kittery Department of Public Works, this 72 acre parcel stands between Haley and Lewis Roads.

Rogers Park. Also managed by the Kittery Conservation Commission and Kittery Department of Public Works, this 27-acre parcel is located along Spruce Creek and behind the Kittery Community Center.

Wood Island. Wood Island is a 1.25-acre parcel, located in the Piscataqua River, that once served as a lifesaving station. Now in disrepair, the town is deliberating over its future. The site is part of an EPA Brownfield and MDEP/EDC grant to fund a remediation cleanup project in coordination with restoration efforts at the site. At present, public access is limited to persons with private boats.

Eagle Point. This 25-acre parcel, located along the backs of Spruce Creek, provides access to the water and a spot for viewing wildlife.

Kittery Cemeteries. Kittery contains over 130 cemeteries, burial grounds and burial sites, scattered throughout the town. They range size from hundreds of graves, to single burials.¹² Many are on private land and some are overseen by the Kittery Cemetery Committee. Maine’s Cemetery Law prohibits the desecration of historic burial sites.¹³

¹² At least two of Kittery’s cemeteries, the Orchard Grove/Highland Cemeteries, are owned and operated by a private corporation.

¹³ <http://mainecemetery.org/law>.

LANDS PROTECTED BY NON-PROFIT ORGANIZATIONS

Kittery Land Trust. Established in 1987 with a mission to conserve coastal, upland, agricultural and forested lands in the Town of Kittery, the trust has protected 840 acres of open space, with 450 acres conserved in the last five years. Recently, the trust secured a conservation easement, using Federal ranch and farmland protection funds, for the Rustlewood Farm. Located at the northern edge of town and crossing into Eliot, the farm covers 300 acres and continues as an active dairy and produce farm, and is the last remaining large dairy farm in Maine. The trust currently protects the following lands:

Public Access Lands

- Norton Preserve, 177 acres on Norton Road, including a 98 acre parcel owned by the town, protected by a conservation easement held by KLT
- Remick Preserve, 80 acres of forested upland off Fernald Road
- Within Brave Boat Headwaters, a 150-acre public preserve in progress. Located off Brave Boat Harbor Road, the area contains three headwater streams for Brave Boat Harbor, four vernal pools, the historic location of the Mitchell-Grant Garrison. The area currently offers public access on 57 acres.
- One acre of upland between Seapoint and Crescent beaches that allows public access.

Limited Access Lands

- Clayton Lane, 8.5 acres of woodland abutting Rustlewood Farm, consisting of brushy, young forest

- Cook Preserve, a 5-acre wetland and a mature beech stand, off State Road
- Cutts, 22 acres off Tower Road, consisting of upland forest, wetlands and an old mill pond
- Fairchild, a 17-acre shorefront property adjacent to Chauncey Creek (public access on 3 of the 17 acres)
- Furbish, 30 acres of oak and hemlock forests in heart of the Brave Boat Harbor watershed
- Hubbard, 2.7 acres of ocean front oak-beech forest on Cutts Island
- Lynch South, 10 acres of wetland habitat in the Lynch Lane neighborhood
- Rustlewood Farm, a 300 acre dairy and produce farm in Kittery and Eliot protected by a conservation easement
- Thompson, a 18-acre woodland property on Mill Pond Road, adjacent to Spruce Creek.

Easement Lands (Access by Permission of Owner, Only)

- Batchelder-Paly, a 4-acre easement on Cutts Island
- Hall, located at the corner of Bowen Road and Old Ferry Lane, a one-acre grassy area
- Moulton, approximately 12 acres of field with a duck pond, on Haley Road

In the process of developing its strategic plan, the trust targeted seven focus areas for land conservation. Included in this were the Rustlewood Farm (described above), and the **Brave Boat Harbor Headwaters**. Through the Brave Boat project, the trust is collaborating with the regional **Mount Agamenticus to the Sea Conservation Project**, a ten-partner effort to conserve lands, waterways and working landscapes in the six-town area between

the Town of Wells and Gerrish Island in Kittery Point. The focus area involves 48,000 acres of land. 150 acres of open space in Kittery, when secured, will connect Mount Agamenticus to the Atlantic, through Brave Boat Harbor.

Maine Coast Heritage Trust. This non-profit land trust is involved in land protection along the entire coast of Maine. In 2008, the trust secured a conservation easement on 408 acres in Kittery Point. This private land of the Delano family, with nearly one mile of ocean frontage, represents 40 percent of Gerrish Island and affords valuable habitat for amphibians and migratory birds.

Star Island Association. This non-profit religious organization owns much of Appledore Island, in the Isles of Shoals. Appledore is also home to the Shoals Marine Laboratory, center for marine research.

OTHER EFFORTS TO PROTECT OPEN SPACE

Kittery Conservation Commission. This eight-member commission appointed by the Town Council is charged with protecting natural resources located in Kittery. As part of this charge, the commission is tasked with keeping an index of all open areas within the town, and recommending to the Town Council, measures for protection of these areas. In addition to reviewing development proposals and assessing impact on wetlands, the commission oversees maintenance of Rogers Park, located along Spruce Creek and the Town Forest Farm.

Kittery Open Space Advisory Committee (KOSAC). This 12-person committee of the town was established in 2007 to work in



cooperation with other boards and committees to develop and open space plan for Kittery. The plan was to include an inventory of publicly-owned lands and properties held under conservation easements; develop a list of critical wildlife habitats, recreational

Brave Boat Harbor, located at the northeast edge of Kittery, is part of the Rachel Carson National Wildlife Refuge. Protection of its watershed is an ongoing effort of the Kittery Land Trust.

opportunities, and landscapes important to Kittery’s history; inventory undeveloped municipal properties; develop a maintenance and signage program for town-owned lands; and a plan for implementation. To date, the committee has:

- completed a windshield survey/inventory of properties
- assessed the inventory of town properties for their

- recreation/open space potential
- worked with the planning board on the cluster subdivision ordinance
- discussed the permanent protection of Fort Foster and its management

Future efforts include:

- Updating the open space plan
- Updating maps
- Advocating for the use of town funds for stewardship of public open space
- Recommending the disposition of town lands suitable for conservation.

State Current Use Protection Program. This initiative, provided through Maine’s Department of Revenue Services, offers property owners reductions in the assessed value through one of four programs: Farmland Tax Law, Open Space, Tree Growth, and Working Waterfront. In 1999/2002, 335 acres in Kittery was enrolled in the Tree Growth Program, and 8.5 acres was part of the Farmland Tax Law Program. In 2015, the amount of acreage in the Tree Growth Program had been reduced to 90, but the Farmland Tax Law Program had enrolled 201.35 acres.

Kittery Comprehensive Plan, 1999 (adopted in 2002). Open space was addressed as part of the Recreation chapter of this plan (see recommendations in the *Recreation Resources* section of this inventory chapter. Significant measures have been taken since 2002 to secure protection of open space in Kittery, including recent efforts at the Rustlewood Farm and Brave Boat Harbor.

2014 Quality Improvement Plan for Kittery’s Shore and Harbors¹⁴.

This draft plan was completed in response to a recommendation in the 1999/2002 Comprehensive Plan to identify and set priorities for improvements and to guide implementation. Specific recommendations and implementation strategies were made for Kittery Point, Kittery Foreside, the Traip Boat Launch, the Rice Avenue neighborhood (near Badger’s Island), Eagle Point, Fort McClary, Fort Foster, Seapoint Beach, Crescent Beach, the Rachel Carson Refuge, Brave Boat Harbor, Isles of Shoals, Wood Island, Spinney Creek, and Spruce Creek. Policies shared throughout included:

- Enhanced public access
- Improved navigational safety
- Improved cleanliness of the beaches
- Enhanced productivity of the clam flats, particularly along Spruce Creek
- Funding for waterfront improvements
- Coordination between the town, Naval Shipyard, and Port Authority
- Mitigation of shoreline erosion
- Mitigation of water pollution
- Planning for long term sea level rise and climate change

Maine Shoreline Protection/Shoreline Overlay Zone. (Section 16.3.2.17 of the Kittery Town Code.) Kittery has incorporated this code into the development review process for the purposes of protecting natural resources (among other resources) along the town’s coastline from the impact of development.

¹⁴ The plan was not adopted by Town Council.

CRITICAL UNPROTECTED PUBLICLY-OWNED LANDS

Scenic Roads. Many public roads in Kittery stand unprotected from incompatible development -- new buildings and structures that detract from their scenic beauty. Route 103, rambling along Kittery’s coast through Kittery Point and to York passing Brave Boat Harbor, has been regarded by residents and visitors alike as a drive through New England’s natural and cultural history. Both the 1999/2002 Comprehensive Plan and draft Update (2015) noted its significance as well as that of many others, outlining dozens of scenic views possible along the routes. Provisions in the plans for preserving the quality of these scenic roads included:

- Adopting a Scenic Road Overlay Zone.
- Requiring the use of existing curb cuts and/or sharing of curb cuts and minimize their size, screening them with vegetation where possible
- Requiring subdivision proposals to identify all scenic resources and outline plans to preserve them
- Requiring that new fences and walls have minimal impact on scenic views
- Obtaining State Scenic Highway designations
- Educating property owners about programs available to assist with viewshed protection
- Limiting the placement of conventional communication towers

IDENTIFICATION OF PRELIMINARY OPEN SPACE ISSUES, OPPORTUNITIES, AND CHALLENGES

The following is a preliminary list of issues, challenges and opportunities posed by the finding of the inventory of existing conditions of Kittery’s open space resources:

- Kittery is being rapidly developed, but the population is remaining level. New development is adhering largely to one-acre zoning (40,000 SF per dwelling unit).
- The current cluster development ordinance, as written, may have unintended consequences, and the town has not studied the cost of uncontrolled residential development to the community.
- The Kittery Outlets, built to last approximately 30 years, are reaching the end of their useful life and will need replacing. The impact of this development on the Kittery environment has been substantial, including Spruce Creek, and needs to be evaluated and mitigated in plans for redevelopment.
- Kittery’s many miles of scenic roads are threatened by lack of provisions for preserving picturesque character. Opportunity exists to amend the Town Code so that these roads and views are protected, through revised development standards and subdivision regulations.

RECREATION RESOURCES

Kittery’s many passive and active recreation sites contribute further to residents’ quality of life. The town is fortunate to have several public beaches and two publicly-owned historic forts that provide access to the coast. In addition to these, Kittery maintains athletic fields and courts, playgrounds, walking trails, and boat docking/launching sites that complement the beach areas.

FEDERALLY-OWNED AND STATE-OWNED RECREATION FACILITIES

Fort McClary (37 acres). Located on Pepperrell Road (Route 103) in Kittery Point, Fort McClary dates to the 18th century when a fortification was constructed to protect the mouth of the Piscataqua River from maritime intrusions. Today, Fort McClary is a regionally-known recreation site and national tourist destination. In addition to its many extant historic features, the park contains 0.6 miles of hiking trails, picnic areas, a skating pond, and a playground. The site is known for its “million dollar view.”¹⁵

John Paul Jones Memorial Park (2 acres). This trapezoidal-shaped park was created between Hunter Avenue and Newmarch Street,

¹⁵ For more information about the historic features at Fort McClary and the State of Maine/Friends of Fort McClary efforts to preserve and restore these, refer to the *Historic and Cultural Resources* chapter of this inventory.

SUMMARY OF KEY POINTS

- Kittery contains 28 acres of federal and state-owned recreation facilities, including both active and passive recreation sites. Two of these sites are open to all.
- The town maintains several historic sites (Fort Foster, Wood Island) which provide recreational opportunities, as well as many athletic fields and playgrounds.
- The Kittery Community Center, opened in 2011 at the former Frank Frisbee Elementary School on Rogers Road, provides active recreation facilities (gymnasium, fitness center) and offers recreation-oriented programs to users of all ages.
- A master plan for Kittery’s athletic fields, completed in 2014, outlined the need for greater access to facilities, and need to eliminate overlap of facilities, and the need to rest fields on an ongoing basis.
- Access to the water (Piscataqua River) is limited by the small number of launches, slips, and moorings, and parking spaces near these sites.
- Kittery contains an extensive network of trails, both at formal recreation facilities, and on conservation lands. While used extensively, the trails do not currently connect to one another, and are not widely publicized.
- Sportspersons are permitted to hunt throughout the year in approximately 2/3 of the town. Some of the hunting ground lies in residential areas.

adjacent to Memorial Bridge. Owned by the State of Maine, it contains a bronze bas relief Soldiers and Sailors Memorial created by sculptor Bashka Paeff to commemorate World War I veterans, as well as three other memorial markers.

Portsmouth Naval Shipyard Recreational Facilities. Located at the eastern end of the Shipyard, these extensive facilities include playing fields with lights, tennis courts, a running track, three parks, two children’s playgrounds and a basketball court. The Shipyard also maintains indoor facilities including a gymnasium, fitness center, tennis courts, racquet ball courts, a 10-pin bowling center. Due to increased security operations at the Shipyard, access to these facilities is restricted to employees.

TOWN-OWNED RECREATION FACILITIES

Kittery Community Center. Located on Rogers Road in the former Frisbee Elementary School, The Kittery Community Center opened in 2010, providing programs and services to residents of all ages. Indoors, the center contains a gymnasium, indoor track, fitness room, as well as the STAR Theatre, a 171-seat performance space. Outside, the center maintains a playground and athletic fields. Programs include classes for users of all ages, trips to arts and cultural organizations, an “Eyes of the World Discovery Center,” a forest-based pre-school program for 2 to 5 year olds, and a S.A.F.E. after school program for youth K through 7th grade. For more information about the Kittery Community Center, refer to the *Public Facilities and Services* chapter of this inventory.

Fort Foster (89 acres). Located off Pocahontas Road in Kittery Point, this rocky site was home to the 200-guest Pocahontas Hotel, constructed in 1885. The hotel closed in 1904 (but remained standing until 1920), and the federal government claimed the land and constructed the fort. Briefly occupied by the 124th Coast Artillery Corps in 1905, it was never fully occupied again and in the late 1940s it served as a recreation site for the nearby Portsmouth Naval Shipyard. In the 1950s, the federal government offered the land to the Town of Kittery, and the deed transfer took place in 1961. Today, Fort Foster is one of the most popular recreation sites in Kittery, featuring a 569 foot pier



Seapoint Beach, located on Kittery’s far eastern end, is a popular town-owned recreation site for swimming, fishing, dog-walking, bird-watching, and other outdoor recreation activities.

(built in 1942), ballfield, playground, pavilions, picnic and barbecue areas, and designated swimming, scuba diving, windsurfing and kayaking areas, as well as public restrooms. Visitors must pay a small admission fee, and both residents and non-residents can obtain season passes. The fort is open seasonally (Memorial Day to Labor Day), from 10:00 a.m. until 8:00 or dusk.

Seapoint & Crescent Beaches (approximately 4.5 acres). Located at the far eastern end of Kittery, these beaches provide users access to the Atlantic for swimming, jogging, fishing, dog walking, and enjoying nature. Surfing takes place at Crescent Beach at low and middle tides.

Wood Island (1.25 acres). This small island located in the Piscataqua River was the site of a lifesaving station in the early 20th century. It retains a seawall and building, all of which are in a state of disrepair. The privately-formed Wood Island Lifesaving Station Association is in the process of raising funds to restore the facility, but at the present time, the site is inaccessible to the public.¹⁶

Rogers Park (23 acres). Located at the end of Dion Avenue, adjacent to the Kittery Community Center and bordering Spruce Creek, Rogers Park provides walking trails for hikers and dog walkers. It is maintained by the Kittery Conservation Commission.

Recreation Fields. The town maintains six recreation field areas, covering 19.15 acres, providing opportunities for residents of all

¹⁶ For more information about the history of this site, refer to the *Historic and Cultural Resources* chapter of this inventory.



Frisbee Common, located in front of the Kittery Community Center, contains facilities for baseball, soccer and softball, and is heavily used.

ages to engage in many different sports. The fields are located throughout the town and include:

- **Emery Field (5.75 acres/3.1 acres of fields).** This multi-use property located on Cole Street adjacent to the former Kittery Community Center includes a basketball court and a multi-use field. The town recently received a grant to refurbish the perimeter walking path at this field.
- **Kittery Community Center at Frisbee Common (1.5 acres of fields).** Located on Rogers Road, Frisbee Common contains facilities for baseball, soccer and softball, and is heavily used by schools for intermural programs.

- **Haley Field (3.2 acres of fields).** Located on Litchfield Road less than one mile from the Shapleigh School, Haley Field contains soccer fields and a small parking area.
- **Memorial, Tobey and Dewolf Field Complex (5.25 acres/4.7 acres of fields).** This active recreation site is located on the Old Post Road, and provides space for football, baseball and youth baseball (on a small separate field), and contains the Tobey Memorial Field House. It is used by the High School, Little League and Babe Ruth Baseball League.
- **Shapleigh Middle School Fields (5.9 acres of fields).** Located on Stephenson Road in the western part of Kittery, Shapleigh Field is used by the Shapleigh School, Kittery Recreation Department, Traip Academy, Little League, and Kittery residents for high school athletics (track and field, soccer, field hockey, women’s softball), t-ball and Little League practices. The track and field facilities were recently reconstructed.
- **Mitchell Field (5.9 acres/.75 acre fields).** Located on School Lane adjacent to the former First Baptist Church and cemetery, the field is part of the Horace Mitchell Primary School.

Recreational Areas. In addition to the recreational fields, the Town of Kittery maintains three recreational areas containing playgrounds and other non-field amenities:

- **Frisbee School (Kittery Community Center) Recreational Area (.50 acre).** This recreational area is located adjacent to the

Kittery Community Center. Amenities include a playground with swings, a jungle-gym, and merry-go-rounds.

- **Shapleigh School Recreational Area (.25 acre).** Located adjacent to the Shapleigh School on Manson Road, this area contains two outdoor basketball courts, used primarily by students of the Shapleigh School.
- **Mitchell School Recreational Area (1 acre).** Located adjacent to the Mitchell School in Kittery Point, this area contains swings, a climber, a slide and a basketball court, as well as a small multi-purpose field, used primarily by students at the Mitchell School.

Passive Recreation Sites (Parks). Kittery’s passive recreation sites provide quiet spots for visitors to stroll, rest on benches, and relax on the lawns. They do not contain recreational equipment, and most were built in memory of a person or persons.

- **Howells Park (.25 acre).** This small green space lies adjacent to the home owned by William Dean Howells, on Pepperrell Road in Kittery Point. The park features a broad lawn surrounded by shade trees and moveable seating.
- **Rudolf Park (.25 acre).** Located off Rogers Road and Lutts Avenue, this small passive park is maintained by the Conservation Commission.
- **Williams Avenue Park (.25 acre).** Also maintained by the Conservation Commission, this passive recreation site is located off Williams Avenue.

Water Access Areas.¹⁷

- **Town Wharf (Frisbee’s Wharf), Pepperrell Cove.** Located on 0.4 acres in Kittery Point, this town-owned facility consists of two piers and floats, a one-ton hoist, gas, diesel and water, as well as 32 parking spaces. The Kittery Port Authority maintains the facility.
- **Town Wharf, Government Street.** Also maintained by the Kittery Port Authority, this 0.1 acre site located in Kittery Foreside contains a pier and hoist.
- **Traip Academy Boat Launch, Williams Avenue.** This boat launch located adjacent to Traip Academy in Kittery Foreside provides four parking spaces, maintained by the Kittery Port Authority.
- **Old Ferry Landing.** This small town-owned property is located at the end of Old Ferry Lane on Bowen Road, and contains a small park, two parking spaces and ADA-compliant steps leading to the water.

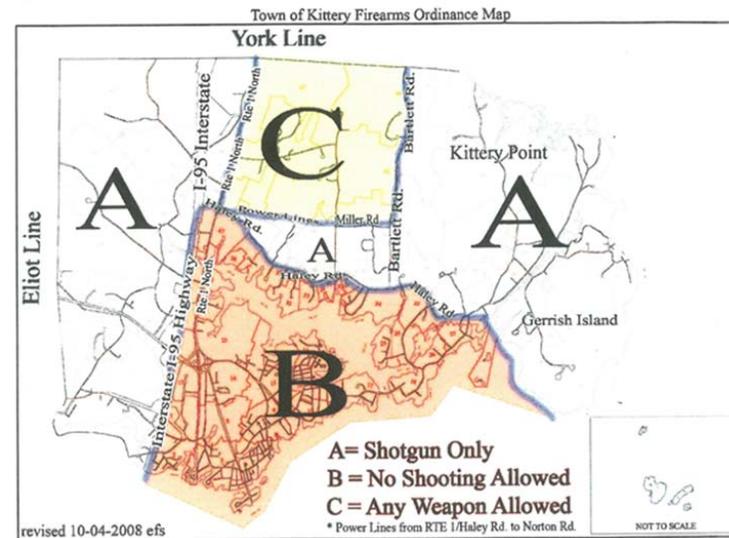
Trails. Many miles of walking trails thread throughout the town on publicly-owned lands (both Federal and State):

- Town Farm
- Rogers Park

¹⁷ For more information about marine resources in Kittery, including moorings, refer to the *Marine Resources* chapter of this inventory.

- Fort Foster
- Braveboat Headwaters/Mount Agimenticus
- Gerrish Island
- Abandoned trolley tracks
- Fort McClary (federally-owned)
- Rachel Carson National Wildlife Refuge (federally-owned)

Hunting. Hunting is permitted throughout all months of the year in approximately 2/3 of the town. Sportsmen and women cannot hunt in area to the south of Interstate 95 and west of Haley Road (area “B” on the graphic below), and the town ordinance



The Town of Kittery Firearms Ordinance Map shows the area where hunting is not permitted.

governing firearms states the persons found in the “no shooting” area carrying a loaded firearm (loaded with either blank or live ammunition) will be punished by fine.¹⁸

PRIVATE RECREATION FACILITIES

Badger’s Island Marina/Badger’s Island Marina East. Located on the Piscataqua between Kittery and Portsmouth, this private marina offers deep water power and sailboat slips (25 to 125 feet), electrical hook-ups, cable, water, pump out, bathroom and shower facilities, as well as parking. The marina also services and stores boats. Other private recreation facilities include the **Kittery Point Yacht Yard** and **Take Flight Adventures**, a ropes course located on Route 1.

EFFORTS TO PLAN FOR RECREATION NEEDS

Kittery Comprehensive Plan, 1999 (adopted in 2002). The 1999/2002 Comprehensive Plan noted that town facilities for active recreation use were below benchmark standards for tennis, baseball and soccer fields. The greatest need seen by the community was for more soccer fields. The plan also pointed out the need to provide better information about Kittery’s trail system, and to improve the community center (an effort completed in 2011).

¹⁸ Section 9.04.020 of the Kittery Town Ordinance, Kittery Firearms-Unlawful Discharge.

Town of Kittery Fort Foster Park 5-year Management Plan 2004-2008. In 2004, the Kittery Parks Commission completed this plan to steer management of the fort over a five-year period. The commission updated the plan multiple times between 2004 and 2008. Goals of the plan included upgrading public amenities, but also monitoring uses and evaluating user fees, and engaging in historic preservation of the fortifications. Capital improvements, identified through the planning process, included:

- Building an ADA-compliant restroom and a changing room
- Replacing pier decking and railing
- Replacing the leach field of accessed by the Town Pavilion bathroom
- Upgrading playground equipment
- Installing dog-waste collection bag dispensers
- Installing interpretive signs
- Installing a water level control structure for the marsh
- Raising the Tower Pavilion Road; replacing the culvert
- Relocating memorial benches
- Controlling erosion along the shoreline.

Town of Kittery Seapoint and Crescent Beaches 5-Year Management Plan 2007-2011. In 2007, the Kittery Parks Commission produced this plan to anticipate improvements and guide future management of the beaches. Recommendations included:

- Maintaining roads and culverts leading to the beaches in a manner that does not disrupt the area’s natural resources.
- Upgrading the parking area with a landscape plan

- Instituting continuous police monitoring to discourage in-season use by non-permit holders and prohibiting parking of buses and large vans
- Streamlining the number of signs at the parking areas and on roads near the beach to reduce visual clutter

Town of Kittery Master for Athletic Fields Plan (2015). In 2015, the town completed a comprehensive plan that analyzed existing field conditions and made recommendations for improving the athletic fields system. Recommendations were shaped, in part, through a series of informational meetings with user groups and key stakeholders. Needs identified through the planning process were:

- More playing venues to accommodate the type of uses
- Fewer overlapping/multi-use fields
- Opportunities to rest fields (periodically take them off-line)
- Greater access to facilities
- Improved ancillary facilities (irrigation, lighting, etc.)
- Lighting to expand hours of use
- Greater funding for field maintenance and improvements
- Increased staff to maintain fields
- New capital funding for improvements

The plan’s recommendations included:

- Adopting a “Field Use Policy” that places controls over the use of the fields
- Looking for opportunities to create new playing venues

- Setting aside funds to renovate existing facilities as new venues come on-line
- Aggressively pursuing traditional state and federal funding sources, in order to reduce the financial burden on residents to fully support field upkeep and improvement

Maine State Comprehensive Outdoor Recreation Plan (SCORP) (2014-2019). Every five years, the Maine Bureau of Parks and Lands updates its comprehensive outdoor recreation plan. For many years, this plan listed adequacy benchmarks standards for recreation facilities. The last two iterations of this plan did not include these standards. The 1999/2002 Comprehensive Plan noted that while Kittery exceeded the state-recommended standard for total municipally-own recreation acres, it was lacking in the area of numbers of baseball fields, soccer fields, tennis courts and boat ramps. The 2014 *Kittery Athletic Facilities Master Plan* proposed measures to improve the number of fields.

Another means of measuring the adequacy of recreation facilities in Kittery are the national averages published by the National Recreation and Parks Association (NRPA). The 2016 Field Report listed and average of one park for every 2,277 residents and 9.5 acres of parkland for every thousand residents. Kittery’s recreation offerings for its 4,562 residents (2010 census) Exceeds both of these national averages.

IDENTIFICATION OF PRELIMINARY RECREATION ISSUES, OPPORTUNITIES, AND CHALLENGES

The following is a preliminary list of issues, challenges and opportunities posed by the finding of the inventory of existing conditions of Kittery's recreation resources:

- Limited staffing at Fort Foster make maintenance a challenge. Maintenance tasks range from housekeeping (including bathroom cleaning), lawn mowing and controlling youths who congregate after hours.
- Dog walkers do not always pick up waste, even though disposal bags are supplied throughout many of the parks and recreation sites. At Rogers Park, horseback riders leave horse waste.
- Geese congregate on the athletic fields and leave waste, creating a potential public health problem. Continual treatment with organic deterrents will be needed into the future.
- The one soccer field in Kittery is in very high demand.
- Overall, the fields in Kittery are over utilized, and the town does not maintain practice fields. Maintenance (including mowing, aerating, and fertilizing) is complicated by the over use.
- Due to increased security at the Shipyard since 9/11, the general public is not permitted to utilize the athletic facilities

on the base. This reduces the number of overall recreation offerings in the town.

- The existing network of trails in Kittery is not well-publicized, and many of the trails do not connect. Opportunity exists to create a well-documented trail system that runs continuously throughout the town. Conversion of the old trolley bed to a recreational trail could be included in this effort.
- The existing firearms ordinance permits hunting in some residential neighborhoods.

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<http://www.mcht.org>

www.mta2c.org

INTERVIEWS

Christine Bennett, Kittery Land Trust

Karen Young, Mount Agamenticus to the Sea Conservation Initiative

Kittery Open Space Advisory Committee

Norman Albert, Department of Public Works

Janice Grady, Kittery Community Center

Rex Turner, Main Bureau of Parks and Lands

Gary Best, Main State Parks and Historic Sites

Glenn Dochtermann, Maine State Parks and Historic Sites

POPULATION AND DEMOGRAPHICS

3

POPULATION AND DEMOGRAPHICS

This chapter includes a snapshot of Kittery's current population and demographic profile, as well as comparisons with York County and the State of Maine. Population and demographic data summarized in this chapter include population change, population by age, race and ethnicity, education attainment, geographic mobility, and information about households.

Summary of Key Points

- Total population for Kittery has been declining since 1970, and that trend is projected to continue through the year 2032.
- Kittery is an aging community. Between 2000 and 2014, residents age 55 to 64 increased by 65 percent.
- The racial and ethnic composition of Kittery closely resembles that of York County, with a majority of residents identifying as White, non-Hispanic.
- The educational attainment of Kittery residents is slightly higher than that of York County.
- The number of family households in Kittery with children under the age of eighteen has declined since 2000.
- Between 2000 and 2014, average household size shrank from 2.29 persons per household to 2.16 persons per household.



Whaleback Lighthouse. Source: <http://www.flickrriver.com/photos/nelights/3925199200/>



Kittery Coast. Source: www.theatlantic.com

POPULATION CHANGE

Kittery was settled in the early 1600s, and since then its population has had several waves of in- and out-migration. Most notably, between 1900 and 1970 the Town’s population increased four-fold from 2,872 to 11,028. The population of Kittery peaked at 11,028 in 1970 and has decreased 14 percent to 9,490 as of the 2010 Censusⁱ. This differs quite a bit from the population change for York County and Maine as a whole, which grew by 77 percent and 34 percent, respectively.

According to the State of Maine Data Center, Kittery’s population is projected to continue to decrease by about 6 percent between 2014 and the 2032ⁱⁱ. These projections are consistent with what is anticipated to occur at the county and state level as well. York County’s population is expected to decline by 0.4 percent, while the State’s population is expected to decline by 2 percent over the same time period. Table 3.1 shows population change over time and compares Kittery to the county and state.

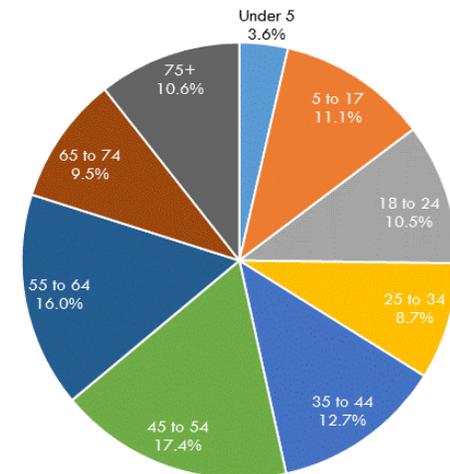
POPULATION BY AGE

Kittery’s population is growing older. Between 2000 and 2014, Kittery residents in the 55 to 64 age cohort increased by 65 percentⁱⁱⁱ. During that same time period, residents over the age of 75 increased by 45 percent. The Baby Boomer phenomenon seen in Kittery is similar to what is occurring in many New England communities. As younger residents exit the higher education system, it is becoming increasingly difficult to find affordable housing options as well as jobs in parts of Maine.

Table 3.1: Total Population

US Decennial Census 1970-2010, 2010-2014 ACS, State of Maine Projections	Kittery	York County	Maine
TOTAL POPULATION			
1970	11,028	111,576	992,048
1980	9,314	139,666	1,124,660
1990	9,372	164,587	1,227,928
2000	9,543	186,742	1,274,923
2010	9,490	197,131	1,328,361
Percent Change (1970-2010)	-14%	77%	34%
2014 Estimate	9,649	200,710	1,330,089
2022 Projected	9,393	201,229	1,324,705
2032 Projected	9,069	199,933	1,300,166
Projected Percent Change (2014-2032)	-6%	-0.4%	-2%

Figure 3.1: Kittery’s Population by Age
Source: ACS 2010-2014 Estimate



Younger workers are leaving the area to pursue jobs in other locations around the country. To that point, Kittery has seen the number of residents age 25 to 34 and 35 to 44 decline by 37 percent and 25 percent, respectively. The number of young children has also declined with the population of residents under the age of 5 declining by 40 percent. Interestingly, this has not had a major impact on school enrollment. Fluctuations in enrollment are driven primarily by military families living in Kittery who work at the Shipyard.

One interesting notation in the data is the 42 percent increase from 2000 to 2014 in the age cohort of residents 18 to 24. This could be the results of a large cohort of young families with children who were living in Kittery in 2000 and have aged in place since, resulting in a large bump in the 18 to 24 year olds fourteen years later. It could also be the result of places like Portsmouth becoming too expensive and forcing younger workers and college age students to seek a slightly more affordable housing option.

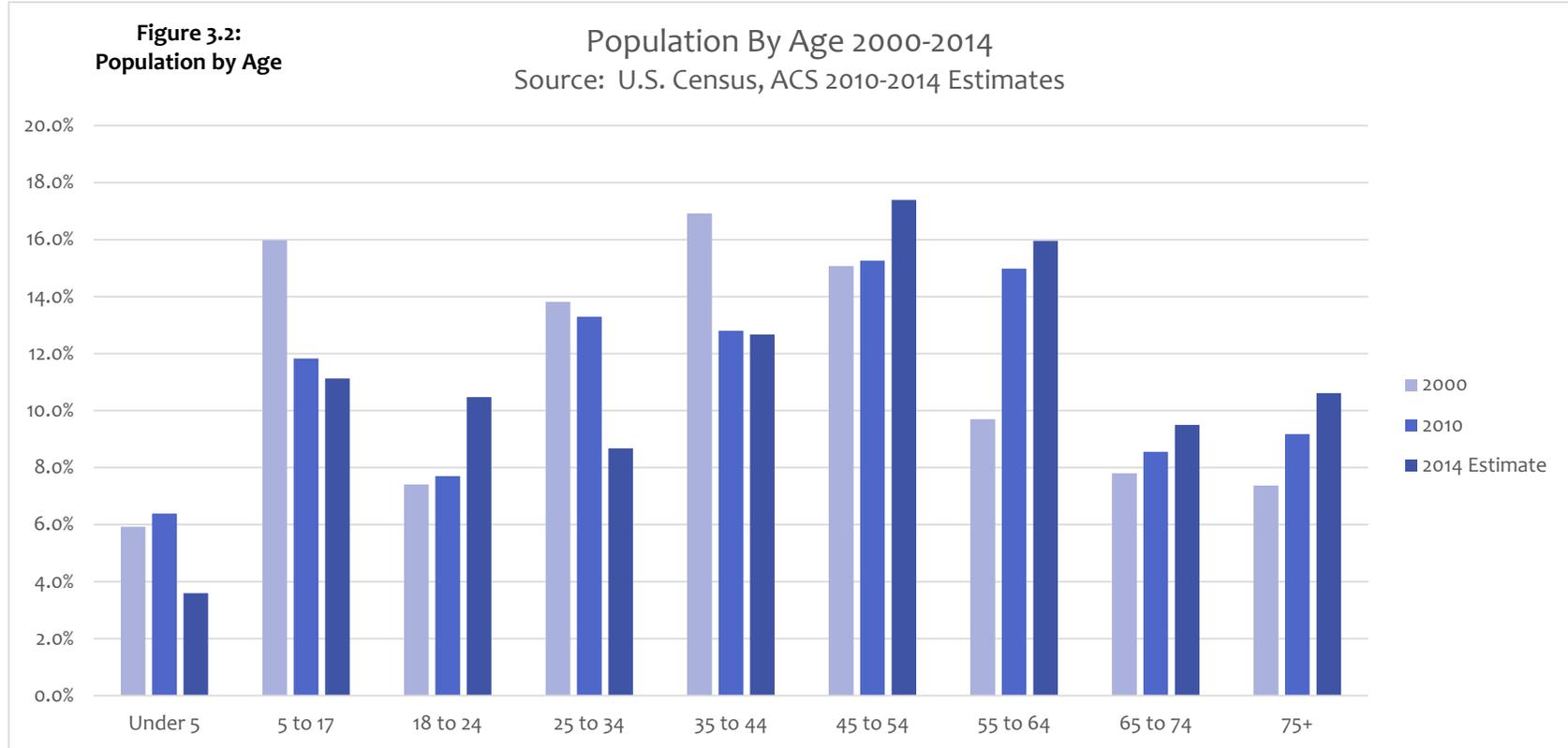
Table 3.2: School Enrollment by Year

Year	Enrollment	% Change
2000-01	1244	
2001-02	1240	-0.32
2002-03	1193	-3.79
2003-04	1167	-2.18
2004-05	1120	-4.03
2005-06	1082	-3.39
2006-07	1077	-0.046
2007-08	1048	-2.69
2008-09	1001	-4.48
2009-10	971	-3
2010-2011	1014	4.43
2011-12	1013	-0.1
2012-13	1082	6.81
2013-14	1082	0
2014-15	1084	0.18
2015-16	1063	-1.94

Source: Kittery School District

**Figure 3.2:
Population by Age**

Population By Age 2000-2014
Source: U.S. Census, ACS 2010-2014 Estimates



KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

RACE AND ETHNICITY

Kittery has limited racial and ethnic diversity, which is consistent with the population composition of York County as a whole. According to the U.S. Census Bureau, Kittery’s population in 2014 was 96.6 percent White. The Asian population in Kittery was the second largest group comprising 2.2 percent of the total population. Black or African American and American Indian and Alaska Native made up the other 1.2 percent of the population. Table 3.2 shows the change in racial and ethnic composition of Kittery and York County between 2000 and 2014^{iv}.

EDUCATIONAL ATTAINMENT

Since 2000, the educational attainment of Kittery residents increased for those with an Associate degree or higher. Over the fourteen-year period between Census responses, the number of residents over the age of 25 with a Bachelor’s degree increased by about 21.5 percent. The percent of residents with an Associate degree also increased by 38.7 percent^v. The percentage of residents with a high school degree or less declined over the fourteen-year period. Kittery performed better than York County as a whole for educational attainment, earning more Bachelor’s degrees and have fewer residents earn less than a high school diploma.

Table 3.3: Race and Ethnicity

US Decennial Census 2000-2010, 2010-2014 ACS	Kittery			York County		
	2000	2010	2014 Est.	2000	2010	2014 Est.
RACE						
White alone	96.0%	95.8%	96.6%	97.6%	96.5%	96.2%
Black or African American alone	1.8%	0.9%	0.9%	0.4%	0.6%	0.7%
American Indian and Alaska Native alone	0.2%	0.1%	0.3%	0.2%	0.3%	0.3%
Asian alone	0.6%	1.1%	2.2%	0.7%	1.1%	1.1%
Native Hawaiian and Other Pacific Islander alone	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%
Some other race alone	0.5%	0.5%	0.0%	0.2%	0.2%	0.2%
Two or more races:	0.9%	1.5%	0.0%	0.8%	1.4%	1.5%
TOTAL	100%	100%	100%	100%	100%	100%

GEOGRAPHIC MOBILITY

The current population in Kittery is very stable, with over 86 percent of residents living in the same home they did a year ago^{vi}. This is fairly typical for a smaller size town without a college or university. High rates of transiency are more frequent in larger cities and municipalities with colleges and universities. About 10 percent of residents in Kittery moved from another state within the last year, and those residents had a median age of 31. This is unexpected given that the age cohort 25 to 34 has been consistently shrinking in Kittery over the last 14 years. Another interesting data point is the median age of those who moved to Kittery from abroad in the past year. Between 2010-2014, an estimated thirty-eight people moved to Kittery from abroad. The median age of those coming from another country to live in Kittery was 72. This shows the popularity of the Maine coast as a location for retirees, and speaks to the future demand for housing and services to meet the needs of an aging resident population.

Kittery also appears to have an increasing market of seasonal housing supporting short-term residents and tourists. Between 2000 and 2014, the number of seasonal homes grew by 188 percent (150 to an estimated 432)^{vii}. Not only are people coming to Kittery from other places to live, the Town also supports a growing tourism draw and possibly a market for vacation homes as well.

HOUSEHOLDS AND FAMILIES

A household is defined as one or more people living in the same housing unit. The U.S. Census divides households into two groups: families and non-family households. A family household is where two or more people living together are related by blood, marriage, or adoption. A non-family household includes all other types of households, including single people living alone. It is

worth noting that the Census Bureau report all same-sex couples as non-family households regardless of their marital status under state law.

According to Census data, the number of family households in Kittery has slowly declined between 2000 and 2014. The Town has seen about a 4 percent decline over the fourteen-year period^{viii}. In 2000, nearly two-thirds of all households were family households. That number has now declined to 58 percent as of the 2014 estimates. This pattern matches what is occurring at the county-level as well, with about a 3 percent decline in family households over the same time period.

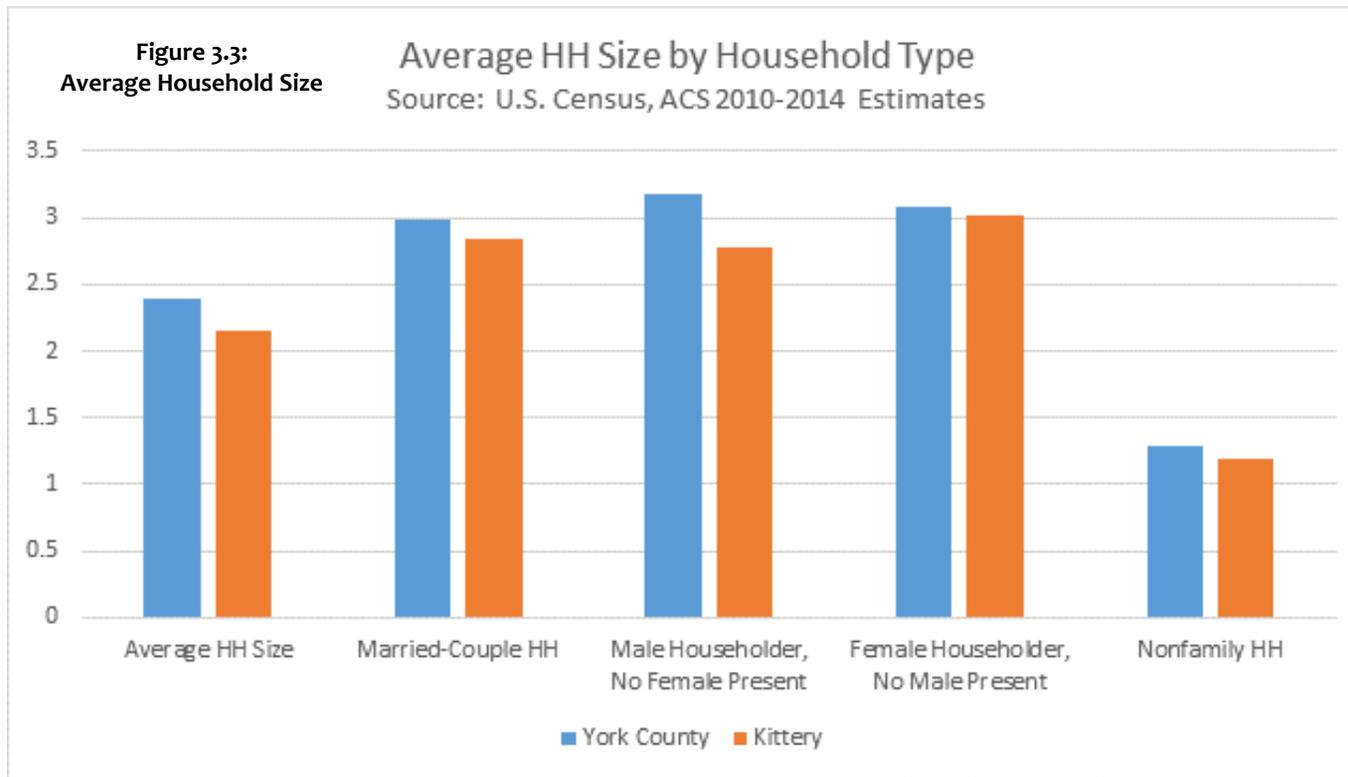
Within the family household category, married couple households are still dominant making up 75 percent of family households in Kittery. That number is slightly higher, 78 percent, for York County. Kittery has a higher percentage of female (no male present) households compared to male (no female present) households. In 2014, the Census estimated only 16 percent of households in Kittery had a child under the age of eighteen. This is

down from 28.6 percent in 2000. At the county level, households with children are down about 8 percent over that same time period.

The average size of households in Kittery has also declined between 2000 and 2014, shrinking from 2.29 persons per household to an estimated 2.16 persons per household^{ix}. This is common across many parts of New England as people are having

fewer children, younger people are waiting longer to marry, and older residents are living longer as a single- or two-person household. This is also consistent with the growing age cohorts of residents ages fifty-five and older.

The large older single household population that faces many communities now and in the coming decade will be a significant challenge for housing, healthcare, and social services.



HOUSEHOLD INCOME AND POVERTY

Since 2000, the median household income in Kittery has grown from \$45,067 to \$60,205 in 2014*. This represents a 34 percent increase in the median. By comparison, the median household income of York County increased by 31 percent over the same time period. In Kittery, the largest number of households fall within the income range of \$50,000 to \$74,999, at 22 percent. That is followed closely by households earning between \$35,000 and \$49,999 (19 percent).

Kittery's poverty rates are much lower than York County, which actually increased between 2010 and 2014 according to Census estimates. The percentage of individuals in poverty in Kittery dropped from 8.5 percent in 2010 to 5.7 percent in 2014. In York County, the poverty rate increased by 2 percent (8.5 to 10.6) over the same time period. Kittery has one of the lowest poverty rates of any municipality in the county.

IDENTIFICATION OF PRELIMINARY ISSUES, CHALLENGES AND OPPORTUNITIES

The following is a preliminary list of issues, challenges and opportunities posed by the findings of the inventory of existing conditions of Kittery's population and demographics. Please note that these are subject to change with the preparation of goals and objectives, not yet drafted (at the time the inventory was prepared).

ISSUES AND CHALLENGES

The population in Kittery is getting older and household size is shrinking. This has an impact on the types of housing needed in the community, and the types of services that are sought by older residents. The aging population in Kittery could create some issues for the Town, which may include:

- The need for smaller and more accessible housing units.
- The need for transportation options that do not rely on a personal vehicle.
- The need for expanded senior services.
- The ability to attract younger workers to Kittery to backfill jobs vacated by retirees.
- The continued aging of the population could impact school enrollment, which in turn will shape the curriculum opportunities Kittery can offer its children.

While Kittery's median household income has increased since 2000, the aging demographic could mean more residents on a fixed income as older workers retire. This may have an impact on local spending and local business if younger residents and families

are not attracted to Kittery. This could also have an impact on housing due to the rising housing costs for both renters and owners in Kittery. If younger workers are looking for more affordable housing options in Kittery in support living and working in the same community, the Town must consider a diversity of housing options across Kittery. The same can be said for senior households on a fixed income. This group will also need more affordable housing options, particularly ones that integrate universal accessibility.

The percentage of families in Kittery with children under the age of 18 has declined since 2000. School enrollment has also declined based on records back as far as 1985. As the number of school age children continues to decline, the Town may need to evaluate school programming, staffing, and space.

As the population of Kittery continues to age, there will be a growing need for more services oriented toward seniors. This includes programming, social services, and transportation. Currently, the Town does not have a Council on Aging program which typically acts as the programming and social service center for seniors in a community. In the future, there may be a need for dedicated Town staff to work directly with the aging population.

OPPORTUNITIES

While Kittery's overall population is both shrinking and changing demographically, household median income is on the rise. This bodes well for housing stability and additional expendable income for supporting local businesses. The mobility of Kittery's population is relatively stable, with more than 86 percent of households residing in the same place they lived a year ago. This helps with neighborhood development, homeowner investment, and social cohesion across the community. Finally, household size is shrinking in Kittery which can certainly be a challenge in some regards but an opportunity for others. The Town should consider ways in which it can promote services and housing options that are attractive to both younger and older single householders.

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ⁱ NH GIS, Table 0005

ⁱⁱ Maine Data Center Projections

<http://www.maine.gov/economist/projections/index.shtml>

ⁱⁱⁱ U.S. Bureau of the Census, American Community Survey, 2010-2014, Table B01001.

^{iv} U.S. Bureau of the Census, 2000 Census, Summary File 1, Table QTP3. U.S. Bureau of the Census, 2010, Summary File 1, Table QTP3. U.S. Bureau of the Census, American Community Survey, 2010-2014, Table B03002.

^v U.S. Bureau of the Census, 2000 Census, Summary File 3, Table QTP20. U.S. Bureau of the Census, American Community Survey, 2010-2014, Table S1501.

^{vi} U.S. Bureau of the Census, American Community Survey, 2010-2014, Table B07001 and B07002.

^{vii} U.S. Bureau of the Census, 2000 Census, 2010 Census, and American Community Survey 2010-2014, Table B25004.

^{viii} U.S. Bureau of the Census, 2000 Census, Summary File 3, Table QTP10. U.S. Bureau of the Census, American Community Survey, 2010-2014, Table S1101.

^{ix} U.S. Bureau of the Census, 2000 Census, Summary File 3, Table QTP10. U.S. Bureau of the Census, American Community Survey, 2010-2014, Table S1101.

^x U.S. Bureau of the Census, 2000 Census, Summary File 3, Table HCT011. U.S. Bureau of the Census, American Community Survey, 2010-2014, Table B19013.

ECONOMY

4

ECONOMY

The economic chapter provides an overview of economic and labor conditions in Kittery. This chapter will help give definition to what makes Kittery an attractive location for economic investment, characterize the labor force and job market, and discuss the areas designated as economic development centers within town.

Summary of Key Points

- Kittery has a unique mix of business types and economic development areas that support a relatively large labor force for the size of the town.
- Manufacturing and retail industries are primary employers in Kittery, but the majority of Kittery residents are employed by businesses in the healthcare, professional services, and retail sectors.
- The healthcare sector is increasing both the number of employers and employees in Kittery.
- The Naval Shipyard brings in over 5,000 workers per day to Kittery.
- The unemployment rate in Kittery, York County, and Maine has been decreasing over the last five years to a low of 3 percent at the state and county level.
- The Town has five primary economic development areas where commercial and industrial development is encouraged and supported.
- The Town has designated three Tax Increment Financing Districts, primarily along the Route 1 Corridor.



OVERVIEW

A city or town's economy is often guided by its location within a region, the types of industries and commercial entities it is able to attract, the education and skill sets of its working-age population, and by the land use decisions guided by the community. The role of the economic region is tremendous. The region is defined by its employers, employees, trade area, and transportation characteristics. The boundaries of the economic region are typically defined by the population, land use patterns, utilities, and transportation systems that help to move goods and people. For statistical purposes, Kittery is part of the Portsmouth, NH New England City and Town (NECTA) Division. This area is centered on Portsmouth, NH with close employment ties to the city and the development along Route 1 and Interstate 95.

Kittery is an interesting mix of a bedroom community on one hand and an economic center for southern Maine on the other. Economic development is associated with the benefits of job creation, expanding a community's tax base, improving public services and daily shopping needs for residents, strengthening the jobs base, and enhancing the value of commercial property. In Kittery, the development of commercial land will mean added tax base without the same public service demands that come with residential development and additional job opportunities for local residents. Kittery has several locations in town where commercial land is awaiting development. Utilities have been extended, zoning is in place, and the transportation network is easily accessible, all that is needed is the right fit for the space. The Town has already set up several tax increment financing districts to help with the betterments needed to improve the

areas in order to ready them for private investment. The Town's location along Route 1 and Interstate 95, its proximity to the Portsmouth market, and the navy Shipyard are all attractive elements for economic development activity.

EXISTING CONDITIONS

This section discusses the characteristics of Kittery's labor force and that of the region. This section will cover labor force characteristics, occupations, industries, and employment statistics.

LABOR FORCE

Kittery's labor force includes all residents over the age of 16, employed or actively seeking employment. Kittery's labor force is comprised of 5,624 people, which equals a 68 percent labor force participation rate¹. This is higher than the State and County's labor force participation rate of 64 and 67 percent, respectively. Not surprisingly, Kittery has a high percentage of the labor force employed through the armed forces, at 3 percent of the total. As a point of comparison, the state and county totals are both 0.2 percent. The presence of the Naval Shipyard plays a significant role in not only Kittery's employment, but the employment of the region. Table 4.1 summarizes Kittery's labor force for the year 2014.

OCCUPATIONS

The Kittery labor force is well distributed across a number of industry sectors and occupations. The largest occupation sector is educational services, healthcare and social assistance. This is not surprising given the educational facilities and healthcare centers within and around Kittery. Another large occupational sector is the professional, scientific, management, and administrative services sector, which is likely driven by the presence of the Naval Shipyard and surrounding industries. Finally, 14 percent of the labor force falls within the retail trade occupational sector. The Route 1 outlets and other satellite retail shops drive a large number of hourly wage jobs in Kittery. These retail centers provide regional shopping opportunities for many communities across Maine looking for one-stop shopping. Table 4.2 provides information on the occupations Kittery residents are employed in.

Table 4.1: Labor Force
American Community Survey 2010-2014

LABOR FORCE COMPOSITION	Estimate	Percent of Total Population
TOTAL POPULATION	9,649	100.0%
Population over 16	8,245	85.4%
In Labor Force	5,624	58.3%
Civilian Labor Force	5,374	55.7%
Employed	5,064	52.5%
Unemployed	310	3.2%
Armed Forces	250	2.6%
Not in Labor Force	2,621	27.2%

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

Table 4.2: Employed Civilian Labor Force by Occupation

American Community Survey 2010-2014

LABOR FORCE OCCUPATIONS	Percent of	
	Estimate	Total
Agriculture, forestry, fishing and hunting, and mining:	22	0.4%
Construction	341	6.7%
Manufacturing	482	9.5%
Wholesale trade	199	3.9%
Retail trade	709	14.0%
Transportation and warehousing, and utilities:	185	3.7%
Information	66	1.3%
Finance and insurance, and real estate and rental and leasing:	185	3.7%
Professional, scientific, and management, and administrative and waste management services:	860	17.0%
Education Services	377	7.4%
Health care and social services	735	14.5%
Arts, entertainment, and recreation, and accommodation and food services:	469	9.3%
Other services, except public administration	111	2.2%
Public administration	323	6.4%
TOTAL	5,064	100.0%

UNEMPLOYMENT RATE

Unemployment is down significantly across the State of Maine from a high of 8.3 percent in July 2009. The latest figures from the Center for Workforce Research and Information has the State's unemployment rate at 4 percent as of December 2015. York County had an unemployment rate of just 3.5 percent in December 2015. The most recent unemployment figures for

Kittery (2014 estimates) from the Census showed an unemployment rate of 5.8 percent. Given the declining numbers at the state and county level, it is likely that Kittery's unemployment has also declined below 5 percent.

EMPLOYMENT BASE

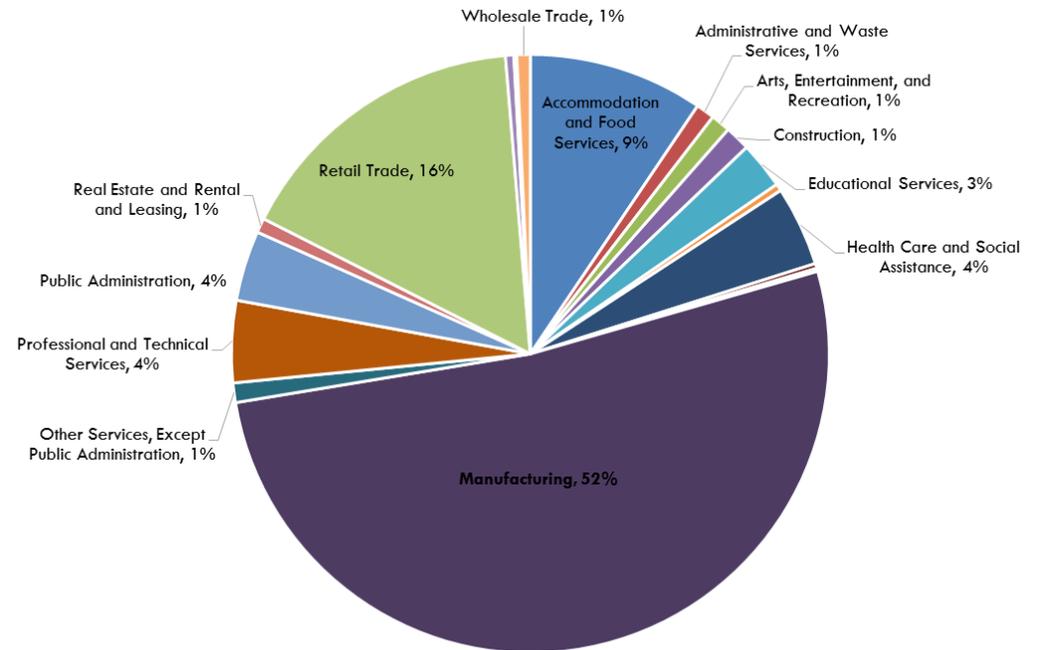
The employment base across industry sectors in Kittery is centered on six primary sectors: manufacturing, professional services, public administration, retail trade, food services, educational services, and health care. The manufacturing sector, not surprisingly, comprises 52 percent of Kittery’s employment base in town. The Naval Shipyard makes up the largest component with just over five thousand employees as of the third quarter of 2015ⁱⁱ. The retail trade sector is the next largest, at 16 percent of the total, which is comprised of much of the Route 1 retail outlets and shops.

Employment in the businesses that make up Kittery’s retail trade sector has fluctuated quite a bit since mid-2012. Total employment within the sector was 1,752 in 2012 and has slowly declined to 1,657 by mid-2015. Some of the fluctuation may be the result of outlets shops and stores going in and out of business from quarter to quarter over the three-year period.

Two sectors in Kittery that have seen significant growth over the last five years are the manufacturing and health care industries. The resurgence of the Shipyard has helped bring in high-skilled manufacturing jobs to Kittery, growing by 34 percent from 2001-2015. The health care sector has grown by 136 percent over the same period of

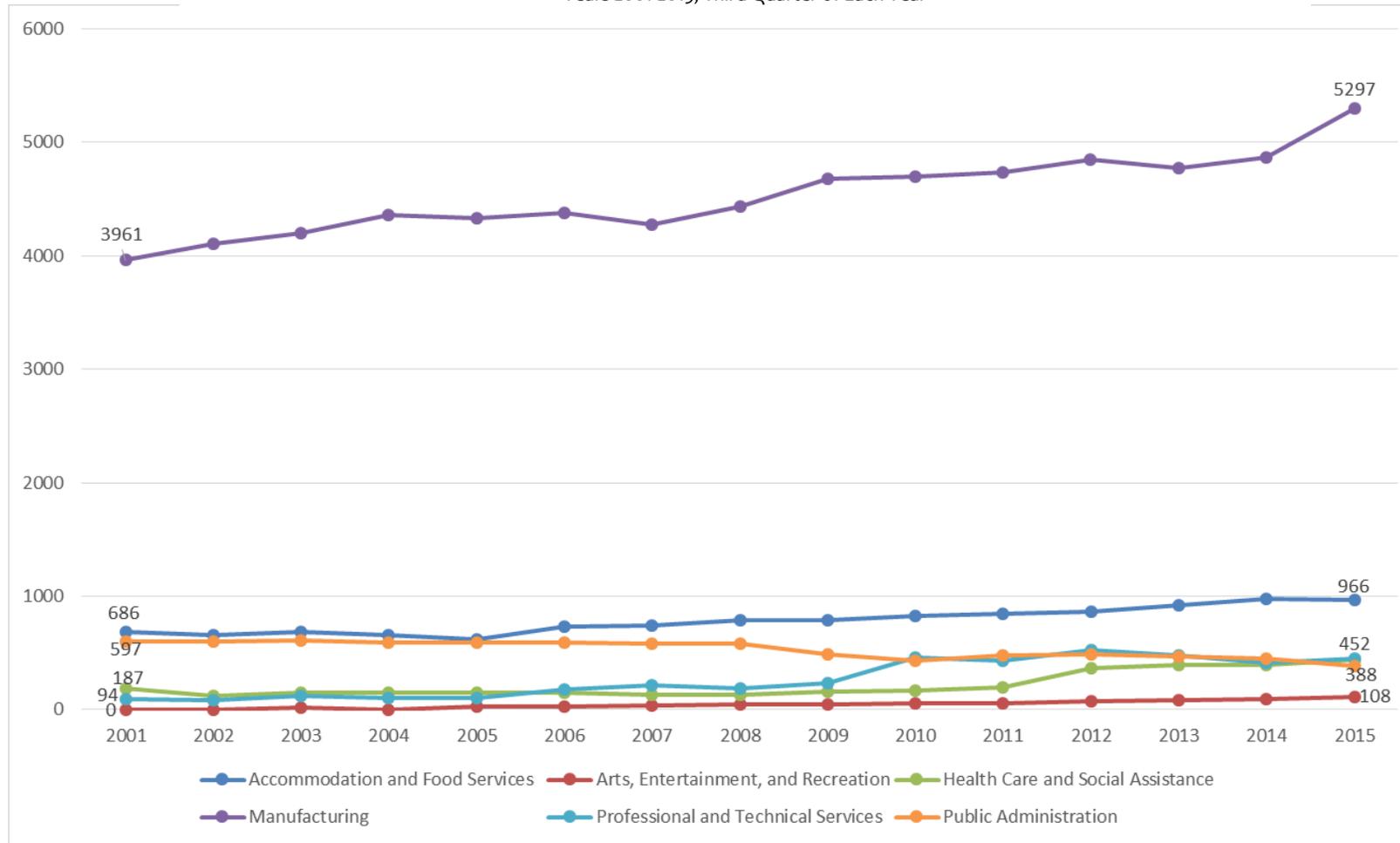
time, adding 254 jobs in Kittery. The presence of five hospitals within a twenty-mile radius puts Kittery in a unique position to take advantage of its location for supportive industries and employers. Additional information on employment growth by industry sector can be seen in Figure 4.2.

Figure 4.1: Percentage of Employees by Industry Sector
Third Quarter, 2015



KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

Figure 4.2: Number of Employees by Industry Sector Working in Kittery
 Years 2001-2015, Third Quarter of Each Year



AVERAGE WAGES

The average weekly wage for an employee working in Kittery was \$920 as of the third quarter in 2015ⁱⁱⁱ. The 5,500 jobs under federal jurisdiction in Kittery have a significant impact on that weekly average as their employees are paid at a higher rate than those in private sector jobs within the same industry sector. For example, jobs in the federal healthcare industry sector located in Kittery were paid an average of \$1,558 per week while private sector healthcare workers were paid an average of \$784 a week. The same can be seen with federal manufacturing jobs in Kittery which paid an average of \$1,609 per week, with private sector manufacturing jobs earning an average of \$860 per week.

Having the Shipyard as an employment center in Kittery provides higher paying civilian manufacturing jobs to the entire region. Although not all jobs are filled by Kittery workers, the Shipyard does have spin-off effects of supporting local retail and service sector businesses, supporting the local real estate market, and the payment of taxes. Nevertheless, the employees working in the retail, food accommodations, and entertainment industries in Kittery are making far less on a weekly basis. The 2015 weekly wage data suggests that retail workers earn \$390 per week, food service workers earn \$471 per week, and those employed in the arts, entertainment, and recreation sector earn \$403 per week. After accounting for weekly deductions like income tax, social security, and insurance, a service sector worker may find it hard to pay for basic needs such as housing and transportation costs.

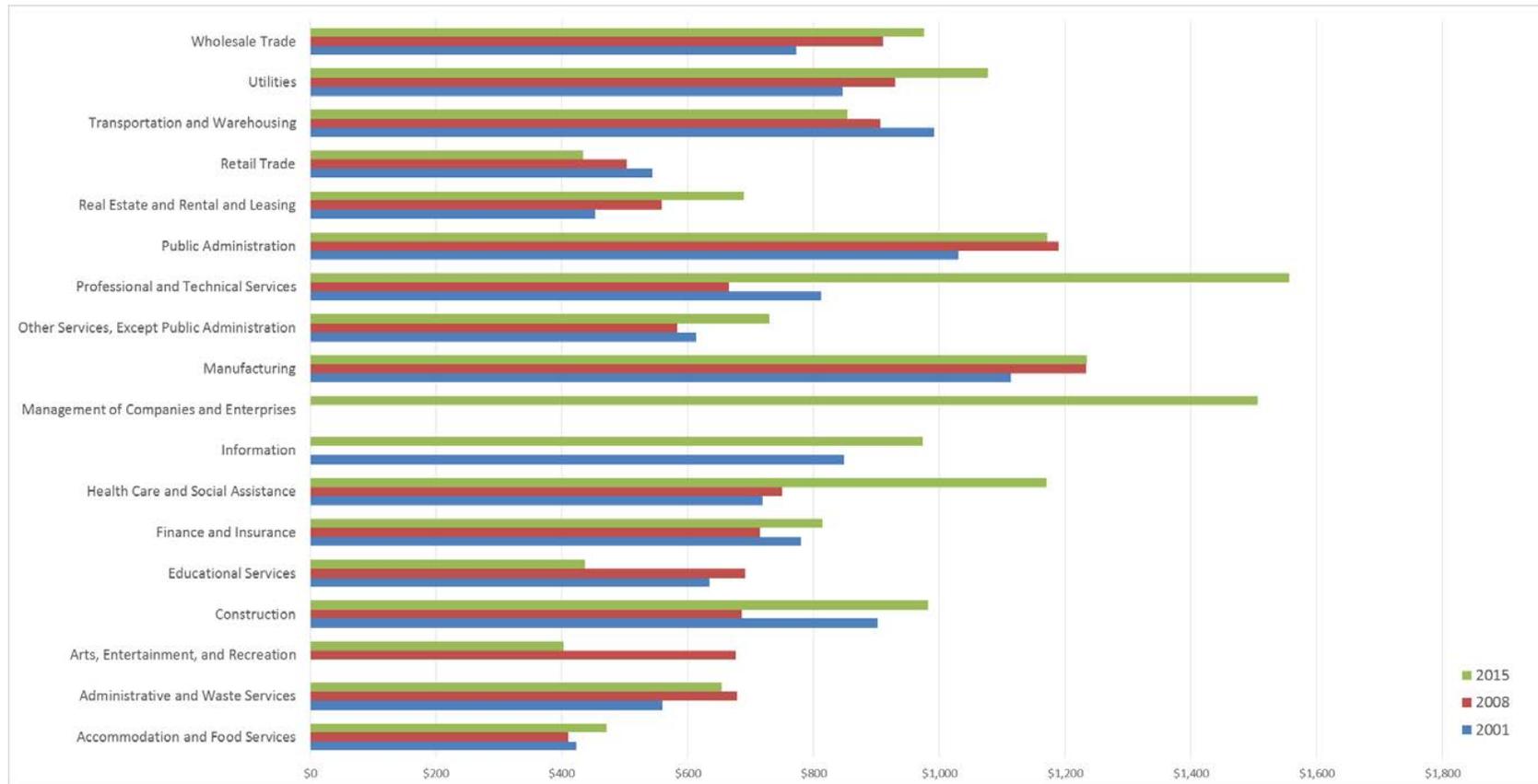
Looking at historical wage trends and adjusting for inflation, several employment sectors have actually had a decrease in wages between 2001 and 2015. Among them were workers in the retail sector, educational services, and transportation and warehousing. . Figure 4.3 compares the average weekly wage by industry sector in 2001, 2008, and 2015.

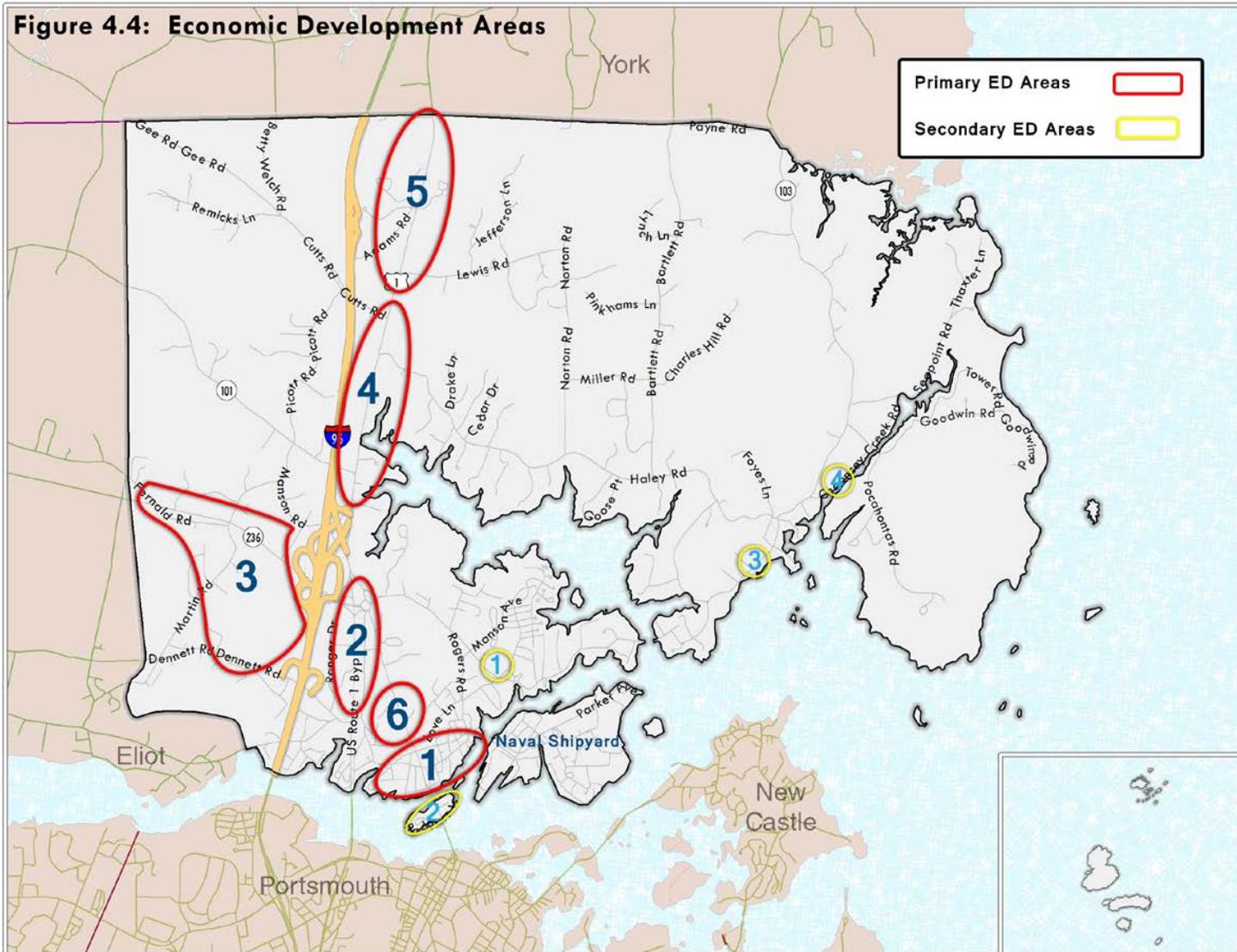
TAX BASE

The residential and commercial tax rate in Kittery was listed as \$15.52 for Fiscal Year 2015. Compared to other communities across the State, Kittery has one of the lower tax rates. As is discussed later in the Fiscal Capacity Chapter, Kittery's tax rate has been increasing year over year and will likely continue to do so because state aid has decreased and demand on local services has remained steady. The residential tax burden could be relieved to some degree by an increase in commercial development, which does not create the same level of demand on municipal services as residential development. Typically, single-family residential development contributes at a higher rate to school costs compared to commercial development, while multifamily development can demand a higher level of service from police and fire. It would likely take a number of new large commercial developments to impact the tax base in a meaningful way.

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

Figure 4.3: Average Weekly Wages by Industry Sector
 Years 2001, 2008, and 2015, Third Quarter of Each Year





ECONOMIC DEVELOPMENT AREAS

Kittery has been very deliberate with trying to stimulate economic development in town by designating, through local zoning, several areas where commercial development is encouraged. The Town has six well-identified primary economic development areas where larger-scale concentrations of commercial and industrial uses are desired. The Town also has several secondary, smaller-scale, neighborhood commercial areas that serve local residents within walking distance to residential neighborhoods. The mix and scale of commercial and industrial users changes across each primary and secondary area. Some, like the Foreside area, contain a dense cluster of mixed-use and commercial development set within a walkable district. Others, like the Route 1 area, are auto-oriented with the intention of drawing patrons from a much wider geography than Kittery. To date, some areas have been more successful than others. This section will describe these areas and some of the opportunities and challenges they offer. Each of the six primary economic development areas and the four secondary areas are shown on the previous page in Figure 4.4.

AREA 1: DOWNTOWN/FORESIDE AREA

The Foreside is one of Kittery’s more unique and interesting commercial areas with an eclectic mix of retail, restaurants, and daily service needs. The Foreside seamlessly integrates commercial space with residential buildings in a traditional development pattern reminiscent of pre-World War II compact

Figure 4.5: Primary Economic Development Area 1
Downtown/Foreside Area



land use planning. The area is easily accessible by car, walking, or biking on the narrow streets that naturally act as speed barriers and slow vehicles down as they navigate the Foreside. Proximity to the Shipyard is also an attractive quality of the Foreside, especially for locally-owned businesses that can rely on the daily influx of workers as patrons. Even though the Foreside is a relatively small geography compared to some of the other economic development areas, it is far more productive from a

taxes-per-acre standpoint than almost all of the other areas. This is discussed further in the Valuation vs. Tax Productivity Section later in this chapter.

In 2014, the Town conducted a process called “Foreside Forums” which brought together stakeholders to discuss the future of Foreside and key opportunities and concerns. Participants felt it was important to maintain the “organic growth” that had been occurring in Foreside, while protecting its character from the encroachment of Portsmouth. The group was concerned that pedestrian safety and inadequate parking need to be addressed, as well as the aesthetics of some of the buildings. It was also noted that the differences in business zoning districts in and around Foreside should be better aligned to allow commercial spillover into adjacent districts. Zoning regulations in adjacent business districts that are more restrictive than what is found in the Foreside Mixed-Use Zone can cannibalize opportunities in those adjacent districts. For example, in the adjacent B-L1 zone the minimum lot size is 20,000 square feet with a minimum lot area per dwelling unit of 8,000 square feet. In the Foreside Mixed Use zone, the minimum lot size is 5,000 square feet and only requires 5,000 square feet of lot area per dwelling unit.

Overall, the Foreside is a very successful example of a downtown economic development area that has created a local and regional draw. Focusing on the outcomes of the Foreside Forums will help the Town address several physical and regulatory barriers that could help open up even more opportunity for this area.

AREA 2: ROUTE 1 BYPASS AREA

The Route 1 Bypass area generally spans from Dennett Road to the south up, Rogers Road to the north, I-95 to the west, and Old Post Road to the east. The area is zoned Commercial 3 (C-3) and allows for the provision of general retail sales, services and business space to serve the community-wide and regional markets primarily oriented toward the automobile. The C-3

Figure 4.6: Primary Economic Development Area 2
Route 1 Bypass Area



District allows most of the typical retail establishments and professional offices, as well as hotels, conference centers, and restaurants. The District would also allow more industrial-type uses like a junk yard, boat yard, lumber yard, car and boat repair, etc.

Currently, this economic area has a mixture of businesses which includes a hardware store, several motels, a fitness center, automotive repair shop, a glass company, and the Kittery sewer disposal plant. This economic area is also supporting non-traditional business platforms like Blue Current Brewery, a business focused on the production of small batch Japanese sake.

Most of the buildings are single-use buildings located on their own large lot, which is stipulated in the zoning by requiring a 40,000 square foot lot minimum. The buildings are set back from the road with parking in the front. There are no sidewalks along the Route 1 Bypass roadway, so accessing the businesses by means other than an automobile is difficult and unsafe.

This area have been in flux with businesses that have come and gone over time. A few years ago, the Town decided to relocate the fire department to Gorge's Road right off the Route 1 Bypass. From a tax productivity view, the hotels and the sewer treatment plant are some of the higher assessed value properties in this economic area. It should be noted though that the treatment plant is tax exempt.

AREA 3: ROUTE 236/DENNETT ROAD AREA

The Route 236/Dennett Road economic area is a mixture of the commercially zoned land on either side of Route 236 (C-2 zone) and the area between Dennett Road and Route 236 that has been zoned Business Park (B-PK).

Figure 4.7: Primary Economic Development Area 3
Route 236/Dennett Road



Currently, a large majority of the land in this economic area is undeveloped, but recently had sanitary sewer lines extended through the Tax Increment Finance (TIF) District 3 initiative the

Town approved in 2010. Land along Route 236 has seen some small-scale commercial development with mostly single-use light industrial and commercial buildings. There are several machine shops and equipment repairs shops, a boat yard, a seafood wholesaler, small office buildings, and small residential enclaves located along Route 236.

The C-2 commercial zoning district that fronts either side of Route 236 is almost identical to the C-3 District discussed in the Route 1 Bypass area section. The allowable uses are nearly identical, as are the district standards and dimensional requirements. The district was established as an auto-oriented commercial area supportive of smaller single-use structures.

The B-PK zoning district was established to encourage a mix of uses on large tracts of land. Allowable uses include offices, retail sales, services, lodging, open space, light manufacturing, and housing. The intent of the district is to create an area where multiple uses can be mixed together and clustered to provide a more efficient use of land than might be obtained through traditional segregated zoning districts. While the intent of the district to encourage multiple uses is good, the zoning dimensions require very large lots (120,000 square foot minimum) and wide front, side, and rear setbacks. This would likely create a planned area with large lots, uses that are spread out and separated by parking, and buildings set far back from the roadway. Under the cluster development/land use code, the dimensional standards could be varied but allowable uses are more restricted.

AREA 4: ROUTE 1 OUTLET AREA

In addition to the Foreside, the Route 1 Outlet area is one of Kittery's oldest and most successful economic development areas. This economic area spans the length of Route 1 from Rogers Road north to Haley Road.

Figure 4.8: Primary Economic Development Area 4
Route 1 Outlet Area



The presence of the Outlets and supporting services has tremendous tax value and draws customers both locally and regionally to the shopping center. This creates the potential for spin-off benefits for other local business areas around Kittery by drawing people in from a regional catchment area.

This area is zoned Commercial 1 (C-1) and allows primarily a mix of retail, restaurants, offices, and hotels. Similar to the other commercially-zoned districts discussed earlier, the C-1 District has similar large lot single-use zoning standards supporting an auto-oriented development pattern. The current mix of uses along Route 1 today include the large retail outlet stores, several stand-alone restaurants, the Kittery Trading Post, and motels. Several parcels in the area have been designated as a TIF District (TIF 2).

Although this area continues to be successful and is a major tax producer for the Town, there is concern among residents and Town officials that regional competitors in Massachusetts are beginning to reduce the demand on the outlets in Kittery. In Massachusetts alone, several outlets have been developed which include Wrentham, Dedham, Somerville, and Lynnfield, all further cutting into the market draw in Kittery.

AREA 5: ROUTE 1 MIXED USE AREA

The final economic development area is the Route 1 Mixed Use area primarily defined as the land along Route 1 north of Haley Road to the York town line.

Figure 4.9: Primary Economic Development Area 5
Route 1 Mixed Use Area



This area is currently zoned Mixed-Use (MU) with a primary purpose of providing opportunities for a mix of office, service, and limited residential and retail development at a smaller scale than what is allowed in the traditional commercial zones. This zone is also intended to maintain the rural character of the area, but has manifested in the creation of low-density suburban-style residential subdivisions, single-use commercial buildings, and clusters of multifamily and elderly housing.

Although the purpose of the district is to encourage mixed use development along Route 1, the dimensional requirements are such that a small building would have to be constructed on a very large lot (200,000 square foot minimum). The minimum setbacks are also very large at 60 feet from the roadway. Height in the district is limited to forty feet, which for a mixed use building would only accommodate a maximum of three stories.

The intent of the district may be to create a rural feel while allowing for a mix of uses along this section of Route 1, but the zoning may be overly limiting what can financially be supported. With such large parcel requirements and minimum building footprint, a developer or property owner may not be able to make new economic development opportunities work financially. Even with the assistance of a TIF District along this stretch of Route 1, public assistance may not be enough to make development attractive.

AREA 6: GOURMET ALLEY

The “Gourmet Alley” economic development area is located along Route 1 between Walker Street and Village Green Drive.

Figure 4.10: Primary Economic Development Area 6
Gourmet Alley



This area has developed organically over time into a collection of eateries and food-related businesses. These include the Beach Pea, Golden Harvest, The Farm Bar & Grill, Carl’s Meat Market, Terra Cotta Pasta, Byrne and Carlson Chocolatier, and Loco Coco’s

Tacos. Other businesses in this area include Fair Tide, the Marshall Rental Center, an automotive service shop, and a bank.

York Hospital constructed a 10,000 square foot medical office building and walk-in care center at the southeast corner of Route 1 and Walker Street. This was a formally vacant site which now provides a showcase anchor for that corner of this economic development area. There is another substantial parcel of land along Route 1 behind the Fair Tide store that could also serve as a major catalytic development site in the future.

SECONDARY COMMERCIAL AREAS

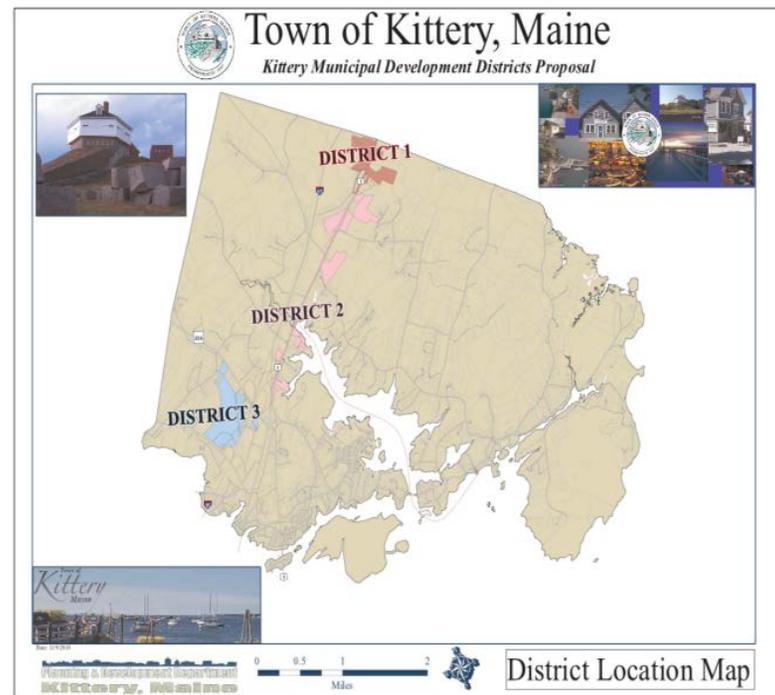
In addition to the six primary economic development areas in Kittery, there are several secondary “neighborhood serving” commercial areas as well. These smaller areas tend to be located close to or among residential neighborhoods providing localized services and civic uses. These include Badger’s Island, the commercial area along Pepperrell Road and the Horace Mitchell School, a small area along Chauncey Creek Road, and along Shapleigh Road between Mason Avenue and Whipple Road.

Of the four secondary areas, the Badger’s Island and Shapleigh Road areas are larger in size than the other two. These areas contain a mix of different uses including gas stations, banks, restaurants, marine and boat sales, and the Tributary Brewery. These areas are highlighted in yellow in Figure 4.4.

TAX INCREMENT FINANCING (TIF) DISTRICTS

As noted earlier, the Town has enacted three different TIF districts which are all generally along the Route 1 Corridor and in three of the six primary economic development areas.

Figure 4.11: Kittery TIF District Map



To date, it appears very little new development or increment has been generated in TIF Districts 1 and 3. District 2, the primary section of the Route 1 Outlets area, has seen some new development take place on a few of the parcels designated in the

District. One major issue upcoming for the Town is the debt repayment on the sewer line extension for TIF District 3. Beginning in 2017, the Town is responsible for beginning to pay back debt on those public improvements, with a share of the funding coming from new tax increments starting in the year 2022. If new development does not occur in District 3 before 2022, the Town will be responsible for paying back the debt that was incurred as a result of the sewer extension project. Based on the sewer betterment assessment, the Town will share the cost of the sewer extension 50/50 with the property owners whose land benefits from the new sewers. Figure 4.10 is a map provided by the Town showing the location of the three TIF Districts.

PROPERTY VALUATION VS. TAX PRODUCTIVITY

One way to look at the productivity of economic development areas in a community is to look at the assessed valuation of parcels and compare that to tax revenue on a per acre basis. Typically, the higher the assessed value the higher you would expect the tax generation to be on a particular parcel. While this holds true for smaller parcels, large parcels that have not maximized development potential may not generate as much property tax on a per acre basis as a smaller commercial property. Compact development patterns typically produce more tax revenue on a per acre basis than a more suburban or rural development pattern where parcels are larger and buildings are spread out.

¹ Although the PSNY is shown as a high tax producing property in Figure 4.13, it does not pay property taxes. A payment in lieu of taxes is paid by the PSNY each year to the Town to help offset service and infrastructure costs.

Figures 4.12 and 4.13 compare the assessed values of parcels in Kittery to the amount of tax revenue they generate. For example, the assessed values of properties in the Foreside are much lower than those on Gerrish Island. The homes on the Island are much larger, newer, and worth more money than many homes in the Foreside. However, Figure 4.13 shows that properties in the Foreside produce far more tax revenue per acre than the properties on Gerrish Island. This is the result of a more compact development pattern in Foreside where more homes and businesses have been located in close proximity to one another.

This comparison can speak volumes to the productivity of land in a community and ways to maximize revenue within designated economic development areas. Concentrating development where municipal services and transportation facilities are already in place can save on costs and maximize revenue.¹

TRANSPORTATION ASSETS

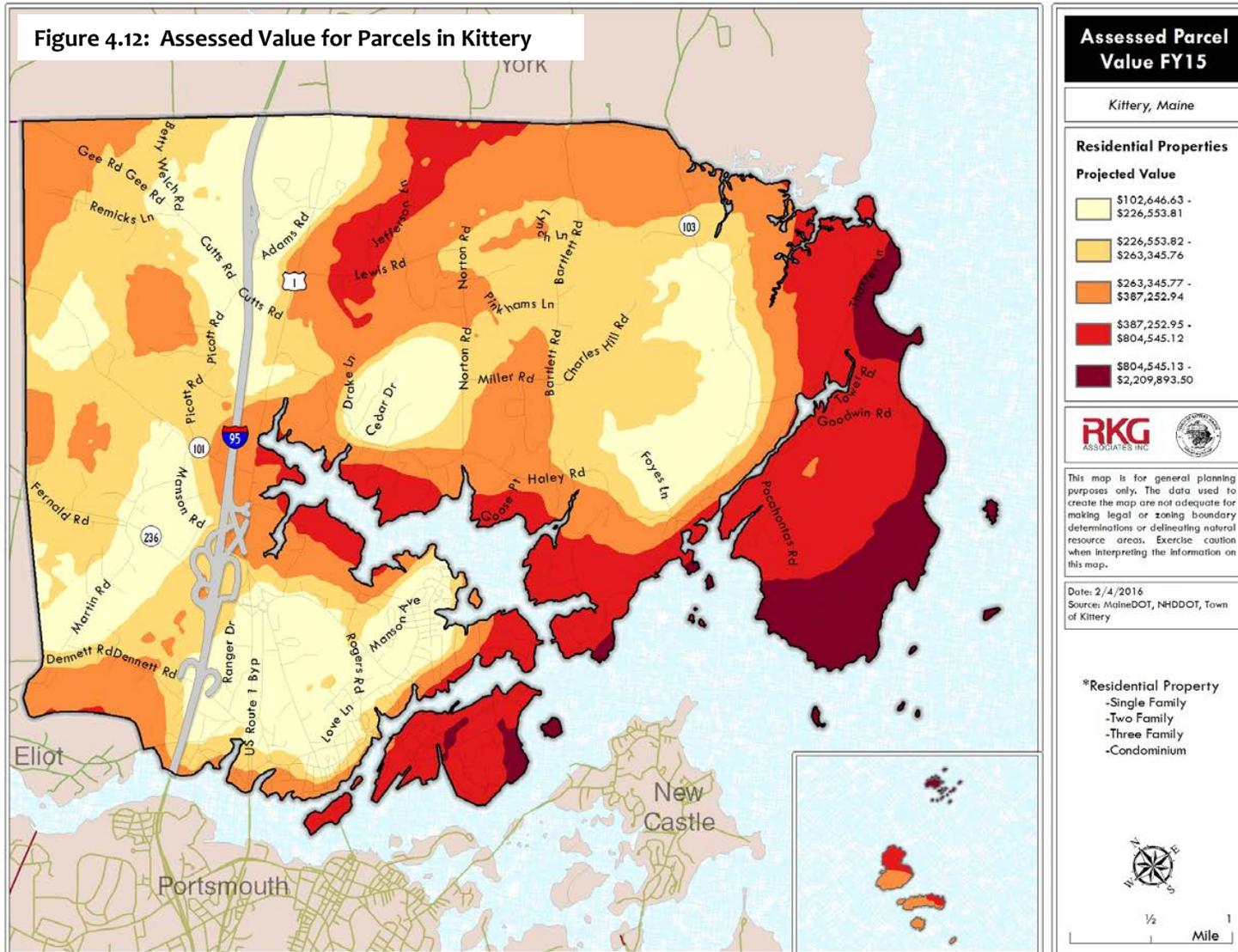
From a transportation and economic development perspective, Kittery is fortunate to have excellent access to several major roadways. Both Interstate 95 and Route 1 bisect Kittery's eastern edge, providing a direct connection to three of the five economic development areas. Clearly the outlets have been direct benefactors of the easy access to these major regional roadways bringing customers in from all directions. Route 236 provides east-west access in and out of Kittery as well.

Kittery is also within an hour's drive of four airports: Logan International, Manchester Regional, Portland Jetport, and Portsmouth International. Kittery is also a short drive to Dover or Durham, New Hampshire to access the Downeaster Amtrak train that runs from Boston to a number of key destinations in Maine.

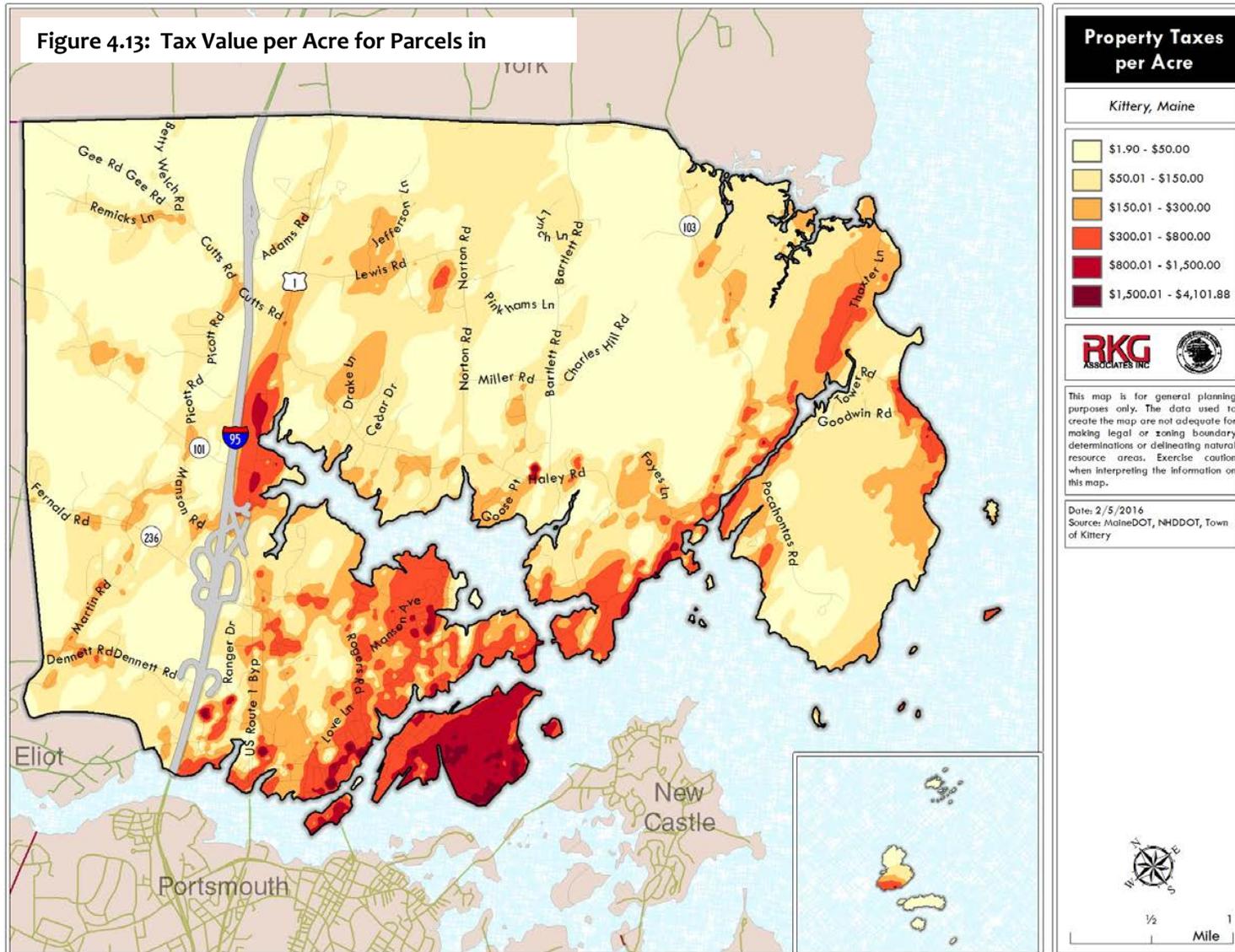
UTILITIES

The Town has been able to extend sanitary sewer lines to many of the key economic development areas, including all three TIF Districts. Water lines have been extended across much of Kittery with the exception of most of the land zoned Residential – Rural, north and east of Haley Road, and west of the northerly end of I-95. This is helpful for new development, especially those that rely on a higher water intake and a higher volume of sewage outflow.

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY



KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY



IDENTIFICATION OF PRELIMINARY ISSUES, CHALLENGES AND OPPORTUNITIES

The following is a preliminary list of issues, challenges and opportunities posed by the findings of the inventory of existing conditions of Kittery's economy. Please note that these are subject to change with the preparation of goals and objectives, not yet drafted (at the time the inventory was prepared).

ISSUES AND CHALLENGES

Kittery's employment base includes a high number of retail, restaurant, hospitality, service, and entertainment workers whose weekly income may not be able to keep pace with the increased cost of living. As housing and transportation costs continue to rise, the need for more affordable housing options in Town will be critical. Housing is not only a personal necessity, it is also an economic development strategy.

The Town should begin to think about ways to diversify the business base along Route 1 as a safety net if outlets begin to move or close down as a result of greater regional competition. With increased development of outlet stores in other states and the popularity of online shopping, brick and mortar stores may become less popular over time. If this occurs, the Town should consider how the Route 1 Corridor could shift and continue playing a role supporting the economic base in Kittery.

The Town is investing significant public funds in TIF Districts where economic development opportunities have yet to materialize. The Town will be responsible for paying off any debt incurred as a result of public infrastructure improvements. Some

of the debt payments are coming due in the near-term and tax increments have yet to increase. The Town should consider all future public investments in TIF Districts carefully and determine if public funding should be invested there or elsewhere. In addition, the Town should look at ways of stimulating development in the business park where utilities have already been extended by the Town.

Kittery's commercial and mixed use zoning districts appear to be quite restrictive and have dimensional standards that may render smaller-scale developments financially infeasible. The Town should revisit these zoning districts and have conversations with property owners and local developers to better understand the implications of restrictive zoning while still trying to attract additional economic development to these areas. One may not be able to occur without the other.

OPPORTUNITIES

The success of the Foreside and the Route 1 Outlet Corridor speaks volumes to the opportunities the Town has to continue to add to and invest in the success of these economic development areas. The existing physical infrastructure and built form provide a baseline which could easily be added to over time. The Town should consider the recommendations of reports such as the Foreside Forums for ways to make small investments that could pay dividends in future tax revenue.

In addition to small infrastructure improvements, the Town could also consider integrating residential development as a component of commercial areas. Additional rooftops within close

proximity to commercial areas would provide local businesses with additional consumer spending and a steady client base. Higher density housing options could be integrated with commercial in mixed use buildings, or as part of a larger planned development in commercial areas where larger parcels are more readily accessible.

The Naval Shipyard offers an opportunity for the Town to try and capture more of the spending from Shipyard employees and Naval Officers who are working in Kittery. The Foreside and other economic development areas are within very close proximity to over 5,000 workers. The Town may want to conduct a process or a survey to better understand their needs and what might attract them to live, shop and play in Kittery if they are not already doing so.

The Comprehensive Plan provides the Town with an opportunity to consider future economic development challenges and determine a course for possible alternatives should the future hold something different for these areas. This is an opportunity for residents, employees, and business owners to look at how current economic development areas are functioning today and what the needs may be in the future. How can the public and private sector come together to shape these areas to meet future needs? What should these areas look like and who should they serve? Are regulations in place today that are flexible enough to respond to changes in the economic environment?

**Kittery
Comprehensive
Plan Update
2016**



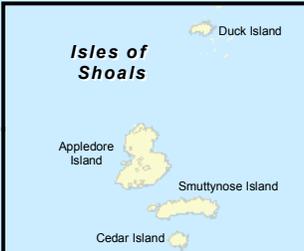
Map 4.1

**ECONOMIC DEVELOPMENT
AREAS**

- Primary Economic Development Areas
- Secondary Economic Development Areas

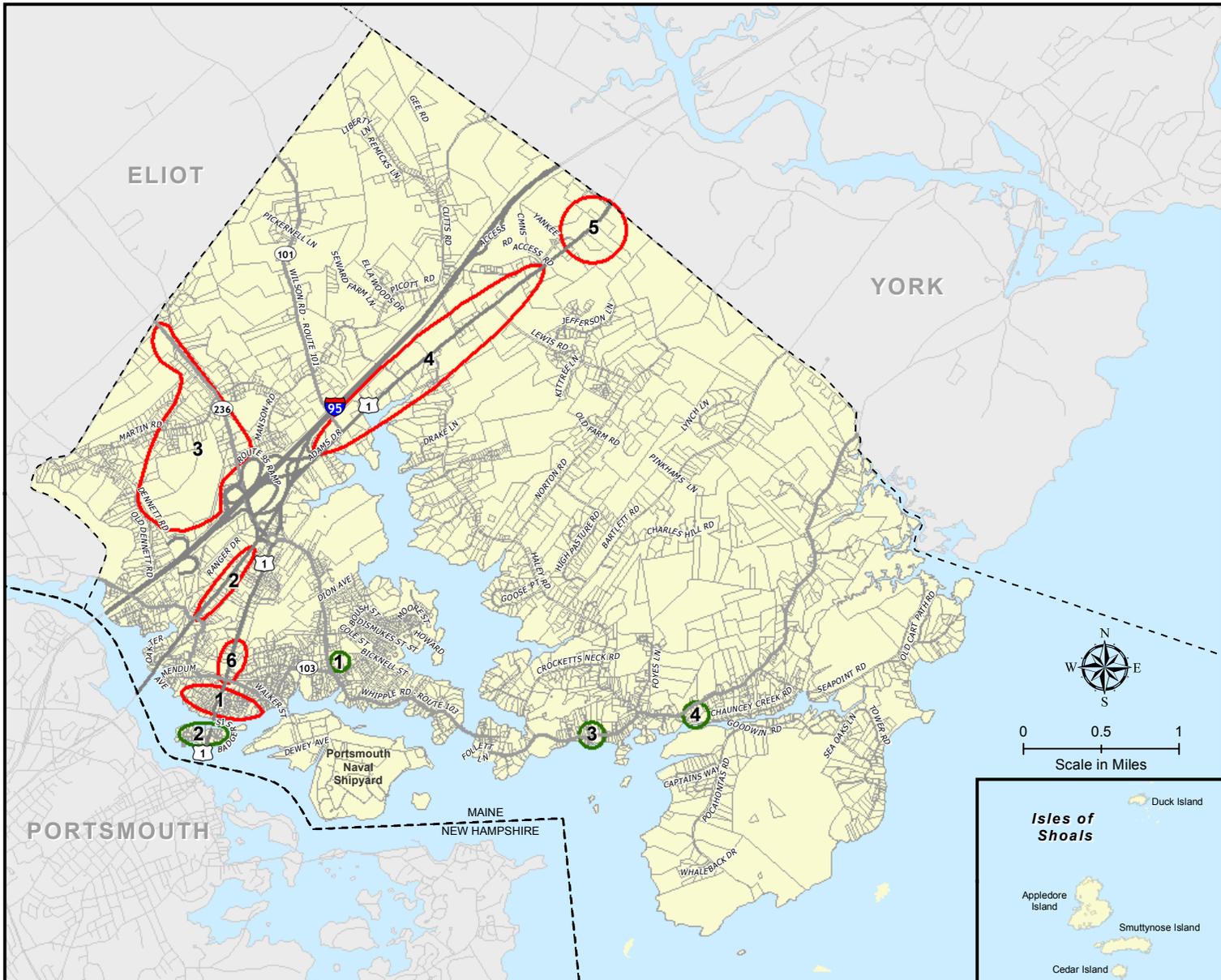


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Scale in Miles



AECOM

This map is for general planning purposes only. The data used to create the map are not adequate for making legal or zoning boundary determinations or delineating natural resource areas. Exercise caution when interpreting the information on this map.



**Kittery
Comprehensive
Plan Update
2016**



Map 4.2

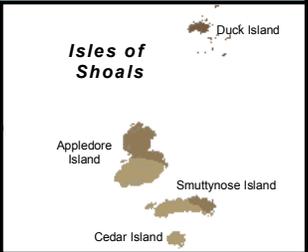
**ASSESSED VALUE FOR
PARCELS FOR KITTERY**

Residential Property Values FY 2015

- \$102,647 - \$226,550
- \$226,551 - \$263,300
- \$263,301 - \$387,250
- \$387,251 - \$804,540
- \$804,541 - \$2,209,893

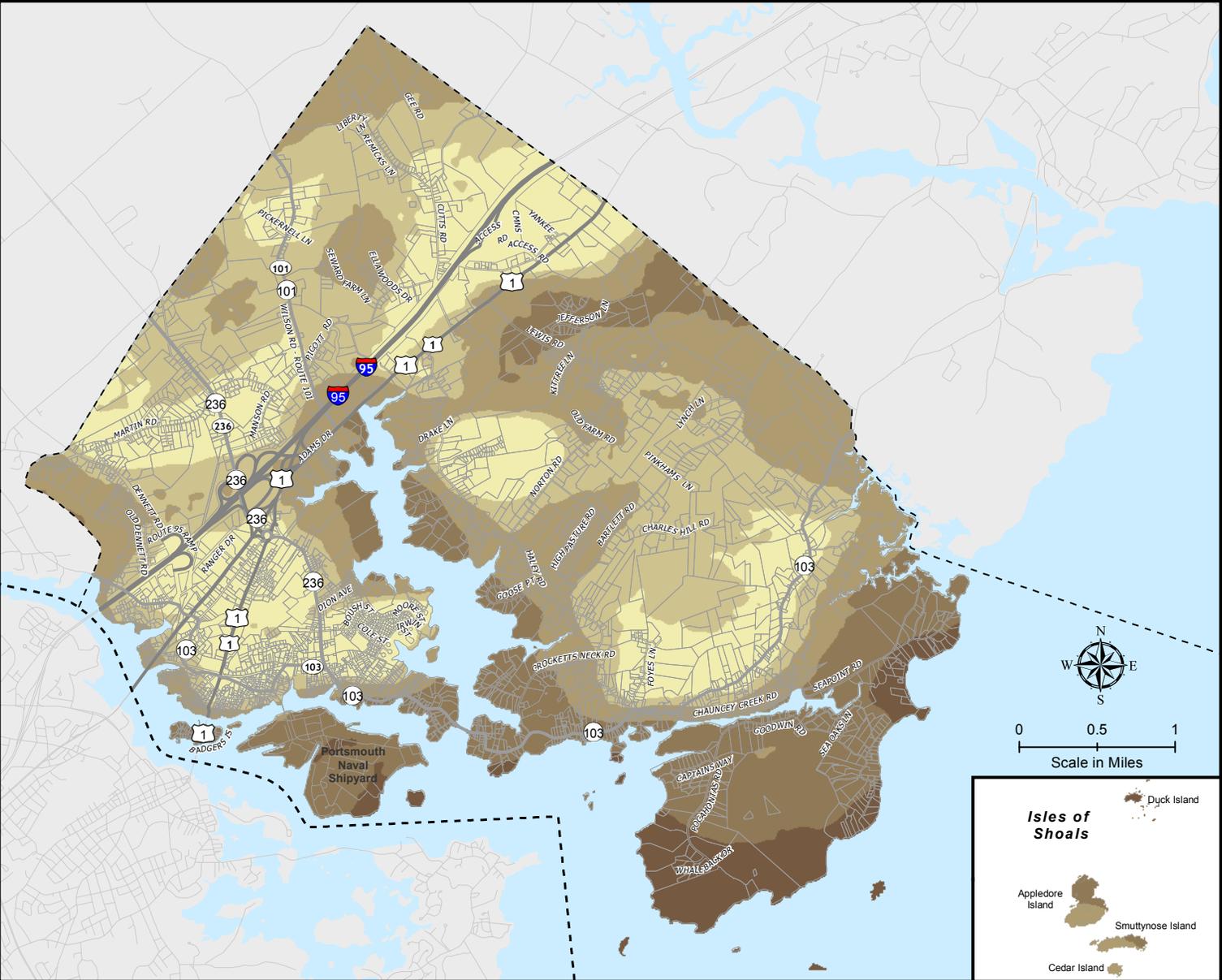


0 0.5 1
Scale in Miles



AECOM

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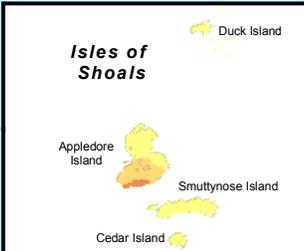
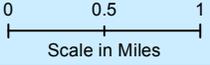
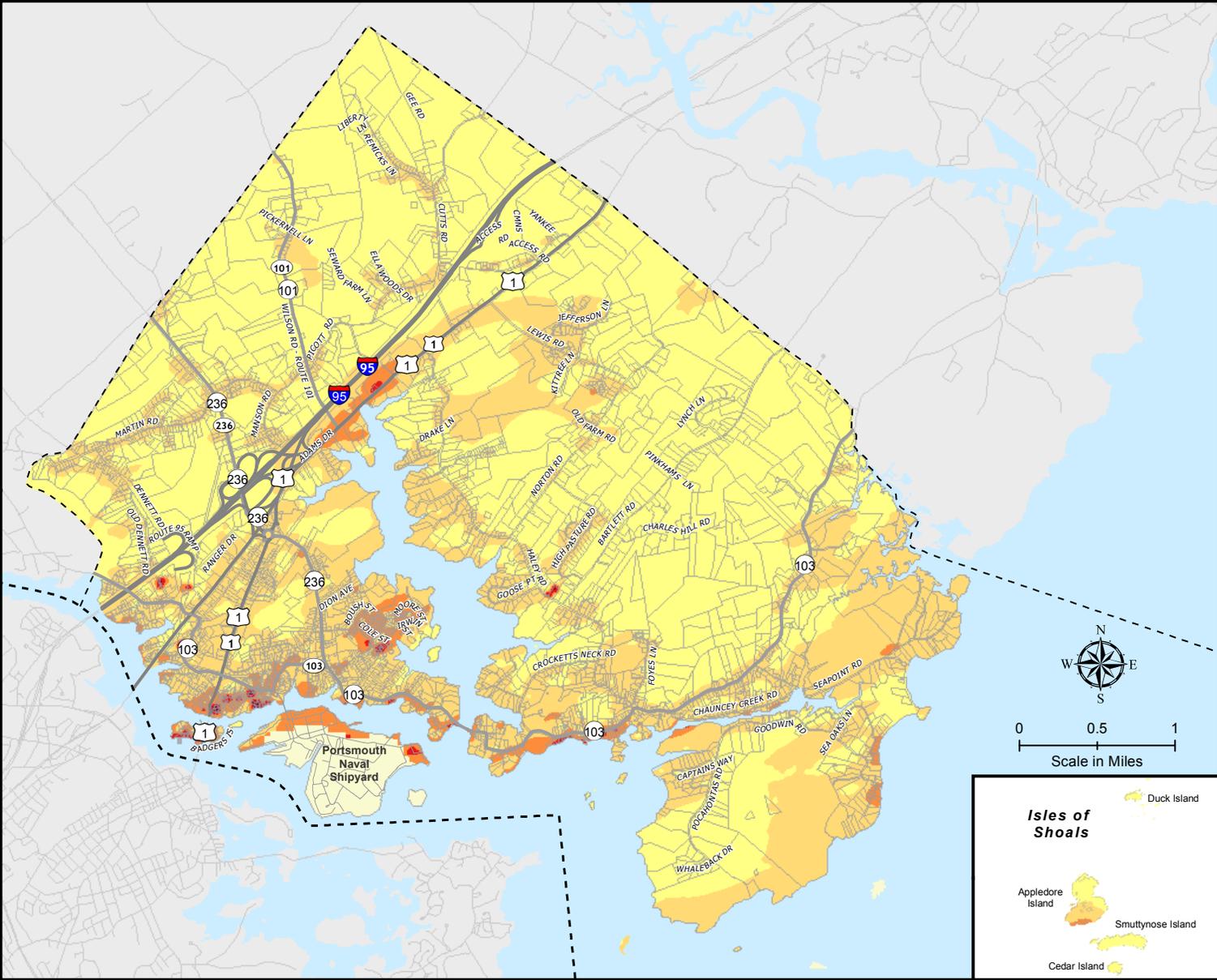


**Kittery
Comprehensive
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2016**



Map 4.3

**TAX VALUE PER ACRE
FOR PACELS**



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REFERENCES

DOCUMENTS

Forside Forums Report, 2014.
District #3 – Business Park TIF Report. December, 2010.
Kittery Economic Development website. <http://kitterymaine.biz/>

ⁱ U.S. Bureau of the Census, American Community Survey, 2010-2014, Table DP03.

ⁱⁱ Maine Center for Workforce Research and Information, Quarterly and Annual Industry Employment and Wages. Quarter 2 of 2015.

INTERVIEWS

Terry Gagner, Comprehensive Plan Subcommittee Member,
February 11, 2016.

ⁱⁱⁱ Maine Center for Workforce Research and Information, Quarterly and Annual Industry Employment and Wages. Quarter 3 of 2015.

HOUSING

5

HOUSING

The housing chapter provides an overview of housing conditions in Kittery which includes owner-occupied and rental units. This chapter also provides points of comparison to nearby municipalities including York, Eliot, Newington, and Portsmouth to help give context to data points around housing. Included below is information on housing type, tenure, vacancy, age, development trends, and affordability.

Summary of Key Points

- Kittery has a number of different housing options that are spread across town. The variety of options provides housing for people at different income levels.
- Sixty-five percent of Kittery's housing stock is owner-occupied. This is lower than many surrounding towns with the exception of Portsmouth.
- The residential vacancy rate for both owner-occupied and renter-occupied housing increased from 2010 to 2014, but is still very low.
- Kittery has a relatively young housing stock, with 74 percent of residential structures built after 1940.
- Kittery has averaged around twenty single-family home building permits per year. The number per year has gone down slightly from 2012 to 2015.
- Median owner-occupied home values in Kittery are lower than the surrounding communities, making Kittery a bit more affordable. On the other hand, Kittery has higher rental prices than the surrounding communities.

OVERVIEW

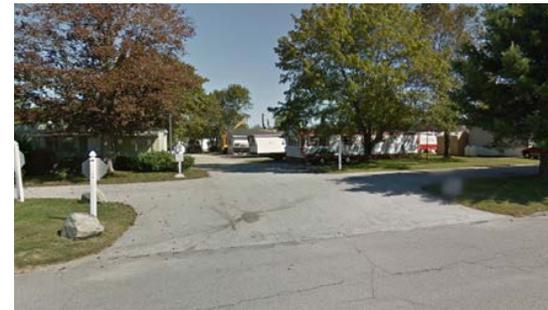
Kittery has a number of distinct housing types, but a majority of the housing in town – about 66 percent - consists of detached single-family homes.ⁱ They are spread across Kittery and are located in neighborhoods that vary greatly in terms of layout, density, and character.

One can travel across Kittery and come across very large stately homes in locations like Gerrish Island or along the coast on Kittery Point. Homes on Gerrish Island are set within the natural geography of the land on large lots, where some of Kittery’s largest single-family homes are found. Along the coast line in Kittery Point, older more historical homes are set on smaller lots much closer together, overlooking the water.

In contrast, Foreside has a much different residential character, with more modest homes set very close together within a close walking distance to the nearby commercial center. A majority of the homes in this section of Town were constructed prior to 1940, and most of them prior to 1900.

To the west of Route 1 the landscape and housing stock begin to change again. Here, single family homes are set back from the

Kittery’s Housing Type Examples



KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

roadways and located on cul-de-sacs, dead end streets, or circular loops bringing you back to the main road you entered on. The homes are set on larger lots, and the area is reminiscent of a more rural suburb. Homes in this area are newer, with many having been constructed after 1970. One exception are the homes along Manson Road, where many were constructed prior to 1940.

Lastly, in the north and north central part of Kittery, many homes were constructed as part of traditional subdivisions set among the open lands and farms. Here, dead end roads and cul-de-sacs branch off main arterials like Haley Road and Bartlett Road to create small subdivisions of large homes on large lots. In this area, most homes were built after 1970, and represent the highest concentration of newer homes in Kittery. This is particularly true along roads such as Cedar Drive, Drake Lane, and Jefferson Lane. Figure 5.1 shows the age of Kittery's existing housing based on when they were constructed.

OTHER TYPES OF HOUSING

While two-thirds of the housing stock in Kittery is comprised of single-family homes, there are many other options available in Town. Twenty-four percent of the housing stock in Kittery is located in multifamily structures. Ninety-one percent of multifamily units are housed within buildings that contain nine units or lessⁱⁱ. There are several examples of traditional multifamily housing in garden style apartment and townhome developments. One example of this style of housing is Woodland Commons off Route 1. This development offers two and three

bedroom units for rent. Kittery also has multifamily housing options for military personnel and their families at Admiralty Village. These are attached two, three, and four bedroom homes within close distance to the Shipyard.

Table 5.1: Units in Structure

HOUSING UNITS IN STRUCTURE	Town of Kittery		% Change 00-10
	Census 2000, ACS 2006-2010 2000	2010 Est.	
Total HHs	4,078	4,209	3.2%
1 unit - detached	2,605	2,795	7.3%
1 unit - attached	167	140	-16.2%
2 units	419	294	-29.8%
3 or 4 units	289	255	-11.8%
5 to 9 units	205	380	85.4%
10 to 19 units	35	49	40.0%
20 to 49 units	61	28	-54.1%
50 or more units	8	16	100.0%
Mobile Homes	289	252	-12.8%

In addition, Kittery offers several age-restricted housing options for residents fifty-five and over. Developments like Meetinghouse Village, Shepard's Cove, and Kittery Estates offer rental apartments, for-sale condominiums, and single-family homes. All three are located very close to Route 1 and the Kittery Community Center. The Town also has assisted living and nursing care facilities for seniors. Developments like Durgin Pines offers rehabilitation and full long-term care with a choice of private and semi-private rooms.

There are also several mobile home parks in Kittery, which offer an affordable option for both short- and long-term housing. The two Yankee Mobile Home Communities off Idlewood Lane and Cutts Road on the western side of Route 1 are two such examples.

HOUSING CHARACTERISTICS

The type of housing being built in Kittery has certainly changed over time. Prior to 1900, single-family homes were constructed along the coast east of what today is the I-95 corridor. Between 1900 and 1970, housing continued to be built in the Foreside and began expanding over the Route 1 corridor to the southwestern edge of town. Between 1970 and 2015, single-family and multifamily housing expanded north into the farms and forests. Clusters of subdivisions now dot the landscape of Kittery with housing built primarily after 1990. Small clusters of multifamily housing were also built post-1990, which has been the most significant change to housing types in Kittery. Prior to 1990, there were not many rental or ownership opportunities in the larger-scale multifamily buildings.

According to data from the 2014 American Community Survey (ACS) estimates, 25 percent of Kittery’s housing stock was constructed prior to 1940ⁱⁱⁱ. Another 48 percent of the housing stock was constructed between 1940 and 1989, followed by 26 percent built after 1990. Southern Maine experienced a housing boom after 1980, which resulted in a substantial increase in the number of units in Kittery. By 1989, the housing boom was generally over and Kittery went back to seeing modest housing development up until 2000.

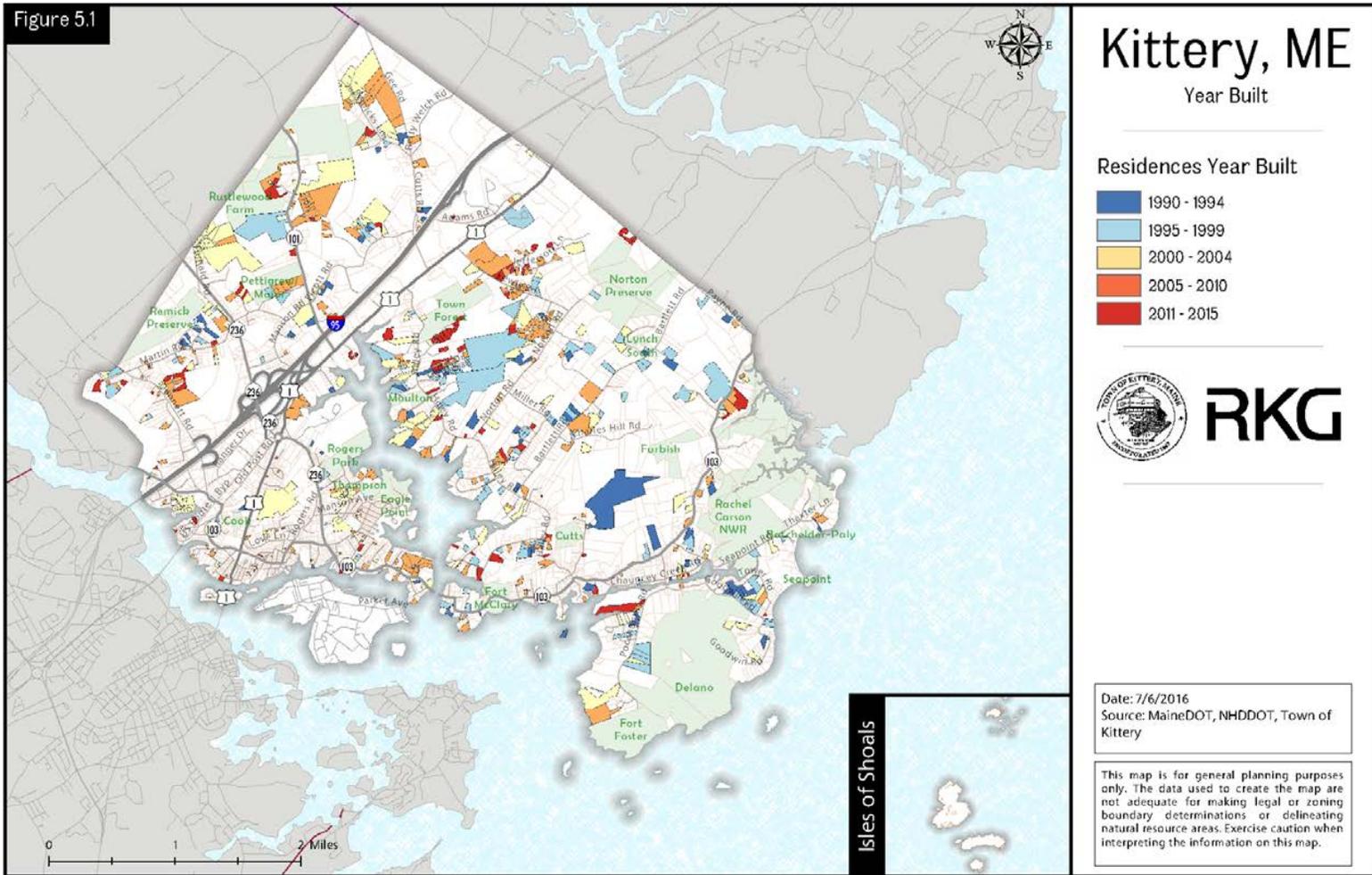
Table 5.2: Year Housing Structure was Built

ACS 2010-2014	Town of Kittery	
AGE OF STRUCTURE	2014 Est.	% of Total
Total housing units	5,144	100.0%
Built 2005 or later	92	1.8%
Built 2000 to 2004	970	18.9%
Built 1990 to 1999	315	6.1%
Built 1980 to 1989	498	9.7%
Built 1970 to 1979	464	9.0%
Built 1960 to 1969	358	7.0%
Built 1950 to 1959	586	11.4%
Built 1940 to 1949	571	11.1%
Built 1939 or earlier	1,290	25.1%

After the year 2000, housing development (primarily in the form of single-family subdivisions) took place in many of the no/limited growth areas north of Spruce Creek and west of Interstate 95 which were identified as no/limited growth areas in the 1999 Comprehensive Plan. Housing by year built is shown in Table 5.2.

Building condition is typically closely tied to the age of the structure. Kittery’s housing stock as a whole is not very old, with only 26 percent of structures constructed before 1940. The Census compiles information on building condition by reporting on the number of housing units without complete plumbing facilities, kitchen facilities, or lack of telephone service. According to ACS estimates for 2014, less than one percent of structures lacked complete plumbing, 3.6 percent lacked a complete kitchen, and 1.6 percent did not have phone service available.

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY



HOUSING TENURE

Kittery’s homeownership rate (65 percent) is lower than that of many of the surrounding communities. York, Eliot, and Newington, NH have homeownership rates between 76 and 88 percent. Only Portsmouth, not surprisingly, has a lower homeownership rate than Kittery at 53 percent. To Kittery’s advantage, having a mixture of housing types at a variety of price points and sizes will attract a more diverse resident population. This provides both a customer base and an employment base for local businesses, and provides Kittery with a more varied set of constituents.



As was mentioned earlier, the owner-occupied single-family homes in Kittery are spread across the town with a higher concentration in the Foreside area and along the eastern coast line. This is contrary to multifamily housing, which tends to be clustered in the areas along Route 1 and along Philbrick Avenue where Admiralty Village is located. Table 5.3 shows the breakdown of housing units by tenure, as well as the estimated change from 2010 to 2014.

Table 5.3: Housing Tenure

ACS 2006-2010, ACS 2010-2014 TENURE	Kittery	
	2010 Est.	2014 Est.
Owner-Occupied Units	65.2%	65.1%
Renter-Occupied Units	34.8%	34.9%

VACANCY

Between 2010 and 2014, Kittery’s owner-occupied and renter-occupied vacancy rates have increased slightly. As shown in Table 5.3, the overall number of vacant owner-occupied units in Kittery increased by 1 percent, and vacant rental-occupied units increased by 0.9 percent^{iv}. Compared to surrounding towns, Kittery’s vacancy rates are very similar, if not lower, than most of those towns. For 2014, Kittery’s vacancy estimate for owner-occupied units is 0.2% higher than York, 1.6 percent higher than Eliot, and 2.4 percent higher than Portsmouth. York’s rental vacancy percentage is nearly three times higher than Kittery. Portsmouth and Eliot both had fewer rental unit vacancies than Kittery.

Table 5.3: Residential Vacancy

ACS 2006-2010, ACS 2010-2014	Town of Kittery		
	2010	2014	% Change 10-14
HOUSING UNITS IN STRUCTURE			
Total HHs	4,700	5,144	9.4%
Owner-occupied vacancy	2.2%	3.3%	50.0%
Renter-occupied vacancy	5.8%	6.7%	15.5%

HOUSING MARKET AND TRENDS

The ACS estimates Kittery’s median 2014 owner-occupied housing value at \$292,200^v. This includes both single-family homes and condominiums. Kittery’s median value was higher than that of both York County and the State’s median, which were \$226,700

and \$173,600, respectively. When compared to York, Eliot, Newington, and Portsmouth, Kittery’s median housing sale price is a lower, making it a more affordable option for those looking to purchase a home. Kittery does have a higher percentage of homes above \$1,000,000 than both Portsmouth and Eliot, at 3.4 percent (96 homes).

Looking at rental-occupied housing, median monthly rent in Kittery is higher than all the surrounding communities which is the opposite of the median owner-occupied figure. The median monthly rental cost in Kittery was estimated to be \$1,232 in 2014^{vi}. Kittery’s median rent was also significantly higher than that of the county and state which were \$772 and \$883 per month, respectively. Since 2010, median owner-occupied sales values have increased by an estimated 4 percent, while monthly rental prices have increased by 7 percent in Kittery.

NEW HOME STARTS

According to the Town’s building permit data^{vii}, there were 13 building permits pulled for the construction of new single-family homes in Kittery in 2015^{viii}. This is lower than the previous three years, which averaged about 21 permits for single-family homes per year. Between 2012 and 2015, the Town saw an average of \$4.3 Million in new single-family home construction value. Last year (2015) had the highest single-family home construction value with a total of \$5.285 Million. Even though single-family construction permits were down in 2015 from previous years, construction value remains high.

HOUSING AFFORDABILITY

Kittery has worked over the years to provide some income restricted affordable housing options to residents who qualify as low- and moderate-income. The term “affordable housing” means a monthly housing cost that does not exceed 30 percent of a lower-income household’s monthly gross income. For homeowners, that cost includes mortgage, taxes, and insurance. For renters, that cost includes the monthly rent and basic utilities. In circumstances where a household is spending more than 30 percent of their gross income on these housing-related costs, that household is considered housing cost burdened. Table 5.4 shows the 80 percent of area median income thresholds deemed affordable by household size for the York-Kittery-South Berwick HMFA.

1 person	2 person	3 person	4 person
\$46,100	\$52,650	\$59,250	\$65,800

According to U.S. Census estimates for 2014, 46 percent of Kittery households are spending more than 30 percent of their household income on housing costs^{ix}. Not all of these households meet the definition of cost burdened because many are middle- and upper-income households that are generally considered to have more choices in the marketplace. Of Kittery’s 2,800 homeowners, approximately 24 percent are low- or moderate-income and paying more than 30 percent of their monthly income toward housing costs. Moreover, 15 percent of those households are considered severely cost burdened, spending more than 50 percent of their monthly income on housing costs^x.

On the rental side, 50 percent of Kittery’s 1,600 rental households who are low- or moderate-income pay more than 30 percent of their monthly income toward housing costs. Approximately 29 percent of those households are considered severely cost burdened. A more telling data point about the issue of housing cost burden in Kittery is that 92 percent of renter households earning less than \$35,000 per year are spending more than 30 percent of their income on housing costs^{xi}. The same can be said for homeowner households, i.e., 74 percent of households earning less than \$35,000 per year are spending more than 30 percent on housing costs.

AFFORDABILITY MISMATCH

Affordability mismatch further complicates the issue of housing affordability, which is a condition where households who can afford to live in more expensive housing are living in units priced below what they can realistically afford. This often leaves a gap in the number of units available to households who truly need housing units that are affordable at their income level. In Kittery, there are approximately 724 modest ownership units that would be considered affordable to low- and moderate-income buyers, but 39 percent are occupied by households with middle or higher incomes. Almost 83 percent of Kittery’s rental units have monthly rents that qualify as affordable under the U.S. Department of Housing and Urban Development’s (HUD) rent limits, but only 52 percent are occupied by low- to moderate-income renters. One of the biggest issues is that very low income households are living in housing affordable to moderate-income renters. This is an indicator that the community’s affordable housing units are not

necessarily affordable to the owners or the renters who currently live there. Kittery's resident population is not terribly mismatched with the housing they can afford. In fact, most of the housing units seem to align well with the incomes of residents. On the rental side, there are some issues with the number of residents making more than 80 percent of area median income but reside in units priced for households at 50 to 80 percent of the median income. This could be resulting from the supportable rent prices in Kittery being relatively low compared to the median rental price thresholds set by HUD.

SUBSIDIZED HOUSING IN KITTERY

Kittery currently has three developments in town that house deed restricted affordable units. The Foxwell, Foxwell II, and Woodland Commons developments provide affordable rental units to those who are income eligible. Woodland Commons offers sixty-five two bedroom apartments and three-bedroom townhouse units with full appliance kitchens. The units are available to any household that is income eligible.

The Foxwell development offers forty-one bedroom units and ten two bedroom units, all of which are restricted to households earning less than 50 percent of the area median income. These units are assisted living units and house residents who are over the age of 62 and have a disability. The Foxwell II development is located in the same area as Foxwell, but is comprised of twelve one bedroom units and are assisted living units as well. These units are available to residents over the age of 62 with a disability and who do not earn more than 50 percent of the area median income.

IDENTIFICATION OF PRELIMINARY ISSUES, CHALLENGES AND OPPORTUNITIES

The following is a preliminary list of issues, challenges and opportunities posed by the findings of the inventory of existing conditions of Kittery's housing. Please note that these are subject to change with the preparation of goals and objectives, not yet drafted (at the time the inventory was prepared).

ISSUES AND CHALLENGES

The housing development that has occurred in Kittery over the last five to ten years has primarily been of two types: single-family subdivisions and multi-family townhomes and apartments restricted to residents over the age of fifty-five. The zoning in place across much of Kittery is rural residential and rural conservation and characterized as limited to no growth. However, these areas happen to be where a majority of the town's residential subdivision growth is happening. The zoning for these areas is more akin to suburban development with lot sizes of 40,000 to 80,000 square feet (for the Rural Conservation district). This zoning is considered by property owners as fundamentally necessary in order to ensure a reasonable return on their investment if they either build on or sell their land.

This creates a tension in Kittery between those who would like to see the land preserved or kept truly rural, and those who would like their property rights to remain in place. In these locations, the continued development of large tract subdivisions is not likely to help with the affordability issues that are present in Kittery. The homes being constructed in these zoning districts are typically

larger and more expensive than households making at or below 80 percent of area median income could afford.

There appears to be a tension in town about the development of housing in locations where large tracts of land are currently open. Some residents would rather see new housing development take place in locations that are easier to be served by utilities, transportation and town services while others believe property rights of individual land owners should take precedence.

Housing costs are increasing in Kittery year over year. This not only includes the sale cost of a unit or the monthly rent, but it also includes taxes on owner-occupied units. Increasing costs can burden those on a fixed income, lower wage earning households, and younger workers looking for an affordable housing option as they begin working. Diversifying the housing stock and maintaining levels of affordability at different income ranges will be important as the demographics in Kittery change over time.

OPPORTUNITIES

The Comprehensive Plan process is a unique opportunity for the Town to discuss its housing goals and approaches to meeting the housing needs of future residents. With an aging population, there may be a need for smaller units that are physically and financially accessible to that segment of the population. The Town may also wish to consider ways to attract and retain a younger population to help fill jobs, support local businesses, and support the town's tax base. This discussion should go hand in hand with the conversation about future land use and

development opportunity areas in town, how those should look, and how they should support the town's goals.

With the resurgence of the Foreside, Kittery has built a small economic development engine in its Downtown that is producing tax revenue per acre at a rate equal to or higher than many of the Town's more traditional "economic development centers". The Foreside is a unique example of a densely populated center where local business can be supported *in part* by the households that surround it. This is much different than the Route 1 corridor which requires a much larger local and regional draw for spending. Housing plays a factor in the economic development of the Foreside and any future commercial or mixed-use hub the Town wishes to pursue. As more regional competition emerges for commercial and retail dollars, Kittery must figure out how to best support the commercial it has today as well as what it wants to become in the future.

REFERENCES

- ⁱ U.S. Bureau of the Census, American Community Survey, 2006-2010, Table B25032.
- ⁱⁱ U.S. Bureau of the Census, American Community Survey, 2010-2014, Table DP04.
- ⁱⁱⁱ U.S. Bureau of the Census, American Community Survey, 2006-2010, Table B25032.
- ^{iv} U.S. Bureau of the Census, American Community Survey, 2006-2010, Table B25004. U.S. Bureau of the Census, American Community Survey, 2010-2014, Table B25004.
- ^v U.S. Bureau of the Census, American Community Survey, 2010-2014, Table DP04.

- ^{vi} U.S. Bureau of the Census, American Community Survey, 2010-2014, Table DP04.
- ^{vii} Data provided by Kittery's Code Enforcement Officer on February 11, 2016.
- ^{viii} Data was missing for November and December 2015.
- ^{ix} U.S. Bureau of the Census, American Community Survey, 2010-2014, Table B25106.
- ^x U.S. Department of Housing and Urban Development (HUD), Comprehensive Housing Affordability Strategy (CHAS) Data, 2008-2012.
- ^{xi} U.S. Bureau of the Census, American Community Survey, 2010-2014, Table B25106.

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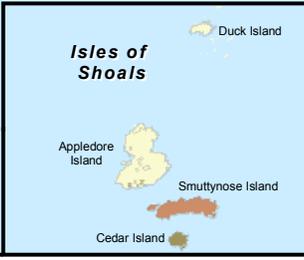
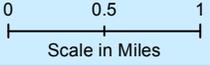


Map 5.1

**YEAR OF RESIDENTIAL
STRUCTURE**

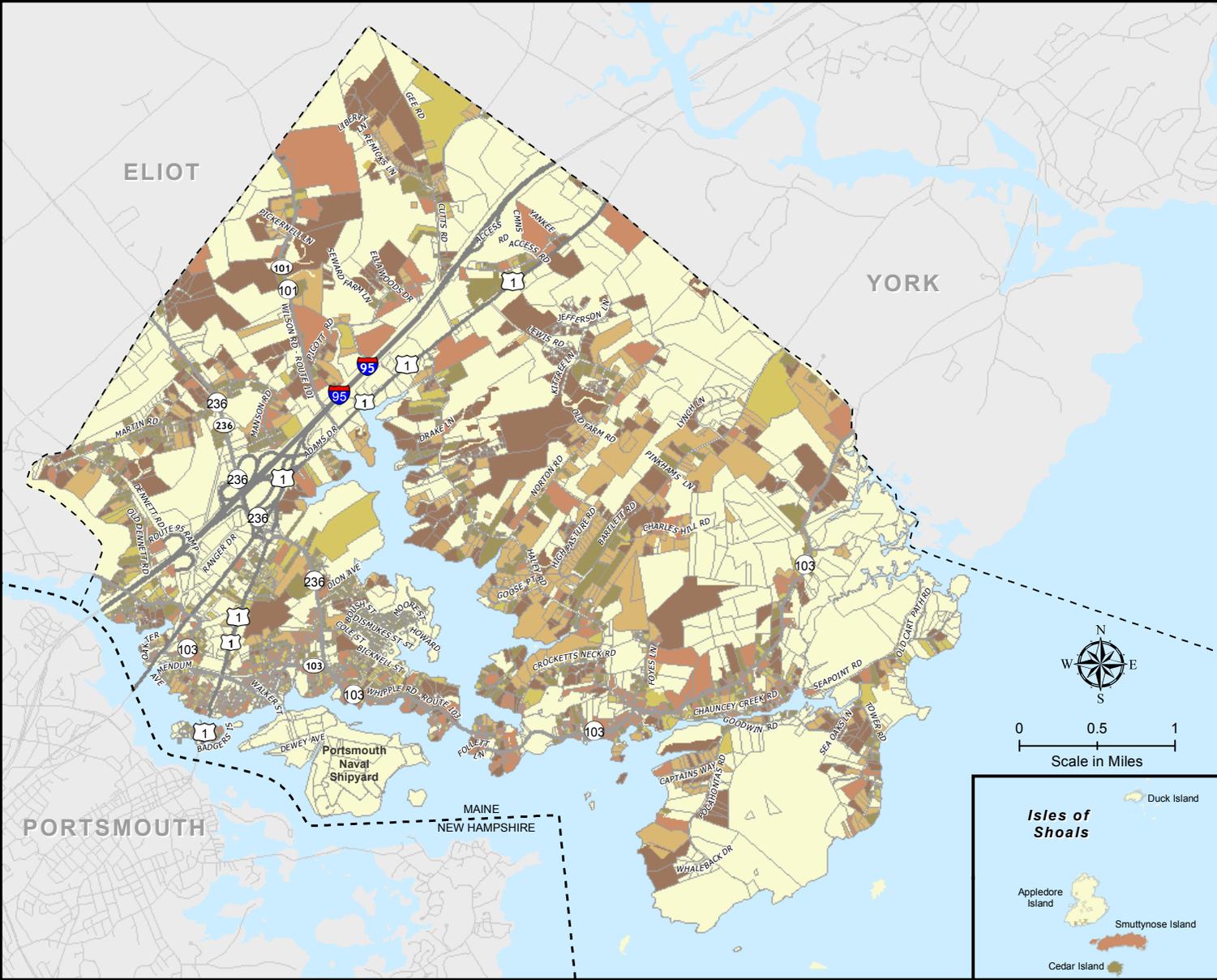
Residences Year Built

- Before 1900
- 1901 - 1940
- 1941 - 1970
- 1971 - 1990
- 1991 - 2015



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TRANSPORTATION AND CIRCULATION

6

This chapter identifies and describes the existing transportation system in Kittery and how it connects with the regional transportation system. It also identifies issues, opportunities and challenges surrounding them to be addressed in the recommendations of the Comprehensive Plan. The chapter begins with the introduction and background, followed by the inventory of the existing transportation conditions. The following elements are summarized in this Chapter:

- Travel Characteristics
- Roadway Functional Classification
- Scenic Roads
- Traffic Volumes
- Maintaining the Transportation Infrastructure
- Safety
- Pedestrian and Bicycle Facilities
- Transit
- Parking

INTRODUCTION AND BACKGROUND

The local transportation system should provide efficient and safe mobility for all transportation modes and connections to regional facilities. The availability and quality of the transportation system is important to residents, businesses, students, visitors, and emergency services. The maintenance and enhancement of the transportation system can be used to attract development and expand the tax base. In addition, the transportation system has impacts on resources, community character, and the quality of life.

Located approximately 51 miles from downtown Portland, Kittery is located within the York County and is the southernmost community of the Southern Maine Planning and Development Commission (SMPDC) region. The SMPDC region is referred to as the "Gateway to Maine" and contains both urbanized areas (such as Biddeford/Saco and Sanford), rural villages/towns, summer resorts and a coastline of approximately 300 miles. SMPDC is connected to a number of cities through I-95 and modes of public transportation, including the "Downeaster" Amtrak service.

Kittery Area Comprehensive Transportation System (KACTS) is the Metropolitan Planning Organization (MPO) for the Maine portion of the Portsmouth and Dover-Rochester, and New Hampshire urbanized areas. The KACTS MPO includes York, Kittery, Eliot, South Berwick, Berwick, and Lebanon.

Kittery is also part of the KEYS (Kittery, Eliot, York and South Berwick) Region, which serves four southernmost towns in Maine: Kittery, Eliot, York and South Berwick. These towns provide strong connections to New Hampshire. KEYS Coordinating Council conducted a planning process called Our Future By Design (OFBD) from 2004 to 2006, which looked at many topics, including transportation.¹

¹ KEYS Our Future by Design.
http://www.keysregion.org/keys_ofbd/intro.htm

INVENTORY OF EXISTING TRANSPORTATION CONDITIONS

The inventory of the existing transportation system in Kittery is used to identify deficiencies and needs and as the basis from which to evaluate future conditions and potential improvement measures. Figure 6.1 shows the roadway system in Kittery.

Key points of the existing transportation conditions in and around Kittery are summarized below followed by the detailed description of each element.

TRAVEL CHARACTERISTICS

Demographics and travel characteristics such as journey to work data, vehicles available per household, commute time, and mode share trends are discussed in this section.

DEMOGRAPHICS

Maine’s population reached approximately 1,328,361 in 2010, an increase of approximately 4.2 percent since 2000 (1,274,923 total population), or about 0.4% annually. A similar trend was seen in the York County. The region’s population increased from 186,742 in 2000 to 197,131 in 2010, a 5.6 percent increase in 10 years. Unlike statewide and region-wide population, Kittery experienced a decrease in population during that time period. The population in Kittery was 9,543 in 2000 and 9,490 in 2010 based on US Census

Bureau data, indicating growth rate of -0.06 percent per year (approximately one percent decrease in 10 years).²

SUMMARY OF KEY POINTS
Travel Characteristics

- Unlike statewide and region-wide population, Kittery experienced a decrease of 1% in population between 2000 and 2010.
- Kittery is the largest work destination for Kittery residents and for residents in the KACTS communities.
- Nearly 52% of Kittery workers work in Kittery and 28% in Portsmouth.
- 85% of Kittery households have one or two vehicles compared with the state average of 74%. Approximately 6% of households in Kittery have no vehicles.
- Approximately 71% of Kittery workers drive alone and 22% used other modes. The number of trips for all the modes has increased since 2000 except for the drive alone trips.
- Average commute time = 21 minutes, shorter than the national and state averages. Number of commuters travelling less than ten minutes has decreased since 2000.

JOURNEY TO WORK DATA

Kittery is the largest work destination for Kittery residents. It is also the largest work destination for residents in the KACTS

² U.S. Census Bureau 2000 and 2010.

communities. This is mainly because of the Portsmouth Naval Shipyard in Kittery. Approximately 25% of the Shipyard’s total workforce is composed of residents living in the five KACTS communities. Although the Shipyard cutback its workforce in the 1990s, the worker population increased since 1999. Besides the Shipyard, Kittery also hosts a number of other large employers, and is the dominant employment center in the KACTS area.

Figure 6.2 shows major work destinations for Kittery residents based on U.S. Census Bureau, American Community Survey Five Year Estimates 2006-2010.³ As shown in the figure, 1,130 Kittery residents (approximately 52 percent of a total of 2,153 workers) work in Kittery. Approximately 28 percent of Kittery residents work in Portsmouth, New Hampshire (610 employees). York Harbor, Maine is the third largest work destination for Kittery residents, employing approximately 110 workers. All the other communities employed less than 5% of Kittery residents.

Figure 6.3 shows the major residence locations for people working in Kittery based on U.S. Census American Community Survey Five year Estimates 2006-2010. As shown in the figure, approximately 1,285 of a total of 5,214 people working in Kittery live in Kittery. Other communities with a large number of residents working in Kittery include Portsmouth, New Hampshire (500), South Eliot, Maine (415) and Dover, New Hampshire (350).

³ U.S. Census Bureau, American Community Survey 2006-2010 Five-year estimates. Special Tabulation: Census Transportation Planning.

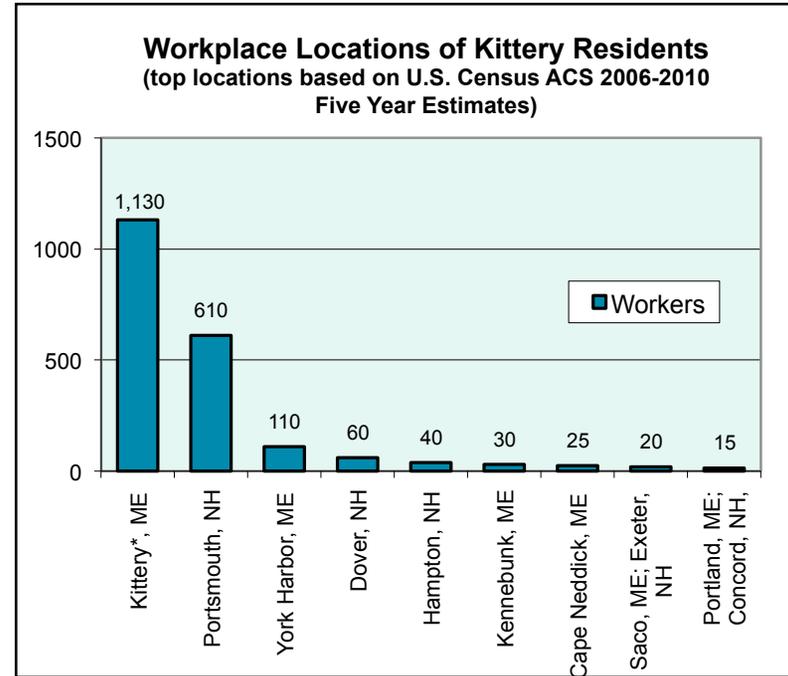


Figure 6.2: Workplace Locations of Kittery Residents Roadway System in Kittery

Note:

* Kittery also includes residents who work in Kittery Point, Maine.

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

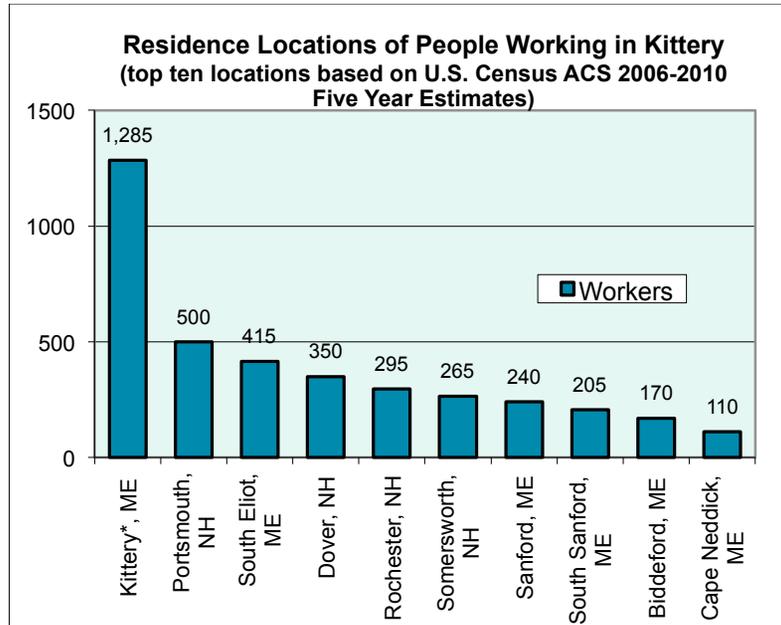


Figure 6.3: Residence Locations of People Working in Kittery

Note:

* Kittery also includes people with residence locations in Kittery Point, Maine.

VEHICLES AVAILABLE

Figure 6.4 shows vehicles available for households in Maine and Kittery for 2010-2014 based on American Community Survey (ACS) five-year estimates. It shows 74% of the households in Maine and 85% in Kittery had one or two vehicles. Kittery had fewer

households with over 3 vehicles per household (9%) compared with the State (18%).

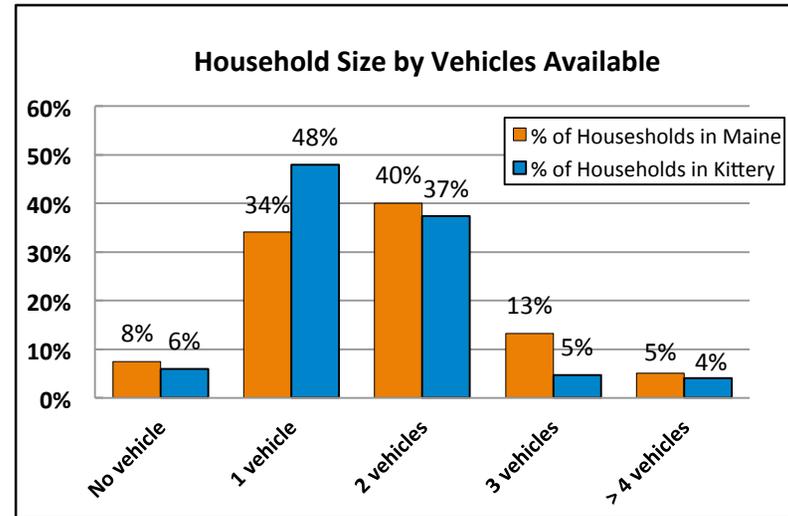


Figure 6.4: Household Size by Vehicles Available

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates. Table: Household size by vehicles available.

MODE SHARE

Table 6.1 summarizes mode share trends for the state of Maine and the Town of Kittery. Overall, it shows that the state experienced a decrease in the percent of people who drove alone, carpooled and walked to work and increase in percent of

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people who used bicycle and other means. For Kittery, all the mode shares experienced an increase in 2010-2014 compared to 2000 except for the percent of people who drove alone, which decreased.

Table 6.1: Work Mode Share Comparison

Mode to Work	Maine Workers				Kittery Workers			
	2000		2010 – 2014		2000		2010 - 2014	
	No.	%	No.	%	No.	%	No.	%
Drove Alone	483,317	78.6%	494,250	78.1%	3,869	78.7%	3,636	70.7%
Carpooled	69,208	11.3%	65,134	10.3%	538	10.9%	591	11.5%
Public Transportation ¹	3967	0.6%	4,061	0.6%	16	0.3%	28	0.5%
Walked	24,700	4.0%	24,784	3.9%	235	4.8%	313	6.1%
Bicycle	1,402	0.2%	3,164	0.5%	23	0.5%	123	2.4%
Other Means ²	5,588	0.9%	7,493	1.2%	35	0.7%	53	1.0%
Worked at home	26,962	4.4%	33,871	5.4%	202	4.1%	402	7.8%
Total	615,144	100%	632,757	100%	4,918	100%	5,146	100%

Source: U.S. Census Bureau 2000 and 2010-2014 American Community Survey 5-Year Estimates.

1. Excludes taxicab
2. Includes taxicab, motorcycle and other means

Compared to the state, Kittery observed a significant decrease (8 percent) in the percent of workers who drove alone to work in 2010-2014 (70.7 percent) compared to 2000 (78.7 percent). The percent of workers who drove alone decreased by only approximately 0.5 percent in the state over the same period. The percentage of workers that carpooled in Kittery increased from

10.9 percent in 2000 to 11.5 percent in 2010-2014, while carpoolers in the state declined by one percent over the same period. In Kittery, use of bicycle increased significantly from 0.5 percent in 2000 to 2.4 percent in 2010-2014, which represents 100 additional commuters who biked. Both the state and Kittery observed an increase in the percent of workers who worked at home in 2010-2014 compared to 2000. In Kittery, the number almost doubled from 202 to 402.

COMMUTE TIME

The nationwide commute time increased very slightly in 2010-2014 compared to 2000 (25.5 minutes in 2000 to 25.7 minutes in 2010-2014). The statewide commute time increased by 3.5% from 22.7 minutes in 2000 to 23.5 minutes in 2010-2014. Similar to the statewide commuting trend, mean commuting time for Kittery residents increased by approximately 4%. The commute time for Kittery residents was 21 minutes in the 2010-2014 five-year estimate period compared to 20.2 minutes in 2000.⁴ Figure 6.5 shows mean commute time for United States, Maine and Kittery for 2000 and 2010-2014.

⁴ U.S. Census 2000 and American Community Survey 2007-2011 Five-Year Estimates.

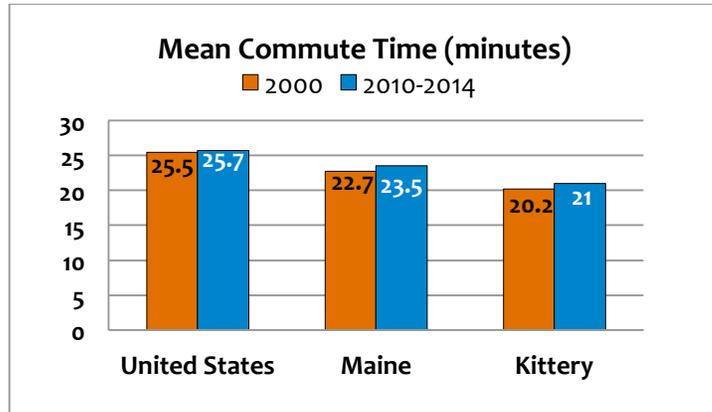


Figure 6.5: Mean Commute Time (minutes)

Source: U.S. Census Bureau 2000 and 2010-2014 American Community Survey 5-Year Estimates.

Figure 6.6 presents the commute time for Kitterry workers. In 2000 and 2010-2014, a total of 4,716 and 4,744 workers travelled to work, respectively. The figure shows that a significant number of Kitterry workers have short commute times (under 20 minutes) to work. During both time periods, approximately 65% of the workers travelled under 20 minutes. The number of workers who traveled between 35-44 minutes experienced a significant decrease (57%) since 2000. Similarly, the number of commuters traveling less than ten minutes decreased by 25%. There was a significant increase in the number of commuters who travelled between 45-59 minutes and over 60 minutes in 2010-2014 compared to 2000.

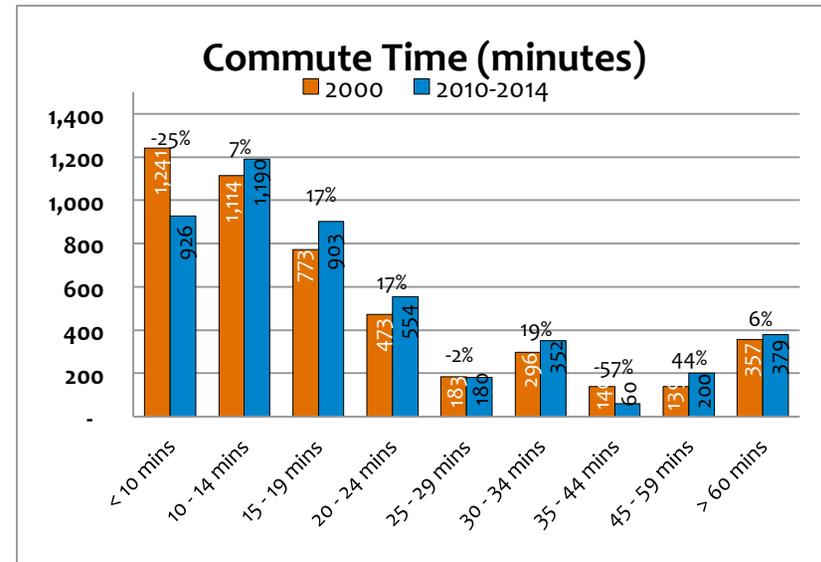


Figure 6.6: Commute Time (minutes) for Kitterry Workers

Source: U.S. Census Bureau 2000 and 2010-2014 American Community Survey 5-Year Estimates.

ROADWAY FUNCTIONAL CLASSIFICATION AND DESIGN STANDARDS

Vehicular travel involves movement through a network of roads. Functional classification is the process of grouping streets and highways according to the character of service they are intended to provide. This classification determines how travel can be guided within a road network in a logical and efficient manner and is used to determine the long-term management and

development of the Town's roadway network. The Maine Department of Transportation (MaineDOT) has classified roadways in Kittery as state and federal aid roadways for the purpose of roadway planning and maintenance. The Town of Kittery has modified this system of classification to suit its own roadway planning and maintenance programs. These two systems are for the most part consistent with each other.

The following sections summarize MaineDOT's and Kittery's roadway functional classification systems.

SUMMARY OF KEY POINTS

Functional Classifications

- The MaineDOT classifies roadways in Kittery as state and federal aid roadways. The Town of Kittery has modified this system of classification to suit its own roadway planning and maintenance programs.
- Kittery has 73.42 miles of roadways, including Interstate 95.
- Approximately 44 miles are designated as townway/seasonal roadways. State Aid Highway and State Highway in Kittery account for 13.47 and 11.32 miles, respectively. Interstate I-95 is approximately 4.22 miles long in Kittery.
- Highway interchanges account for approximately 1.5% of the total town land area.

MAINEDOT FUNCTIONAL CLASSIFICATIONS

MaineDOT classifies roadways as follows: arterials, collectors, and local roads as illustrated in Figure 6.7. In total Kittery has 73.42 miles of roadways, including Interstate 95.

ARTERIALS

Arterials, as designated by MaineDOT, are intended to provide a high degree of mobility, handle large volumes of traffic, and serve longer trips. Arterials are major roadways that connect with collector roadways to provide access to activity centers, such as downtown Kittery and the Kittery Mall Outlets on Route 1 corridor. They include Interstate 95, US Route 1 and US Route 1 Bypass. Arterials are capable of handling between 10,000 and 30,000 vehicles per day. Kittery has 18.95 miles of state designated arterial roadways.

Kittery's current roadway network consists of the following state and/or federal designated principal and minor arterials based on MaineDOT functional classification system:

Principal Arterials:

- Interstate 95 (Maine Turnpike)
- US Route 1
- US Route 1 Bypass
- Route 103 - East of I-95 (US Route 1 to Wyman Avenue)

Minor Arterials:

- Route 236

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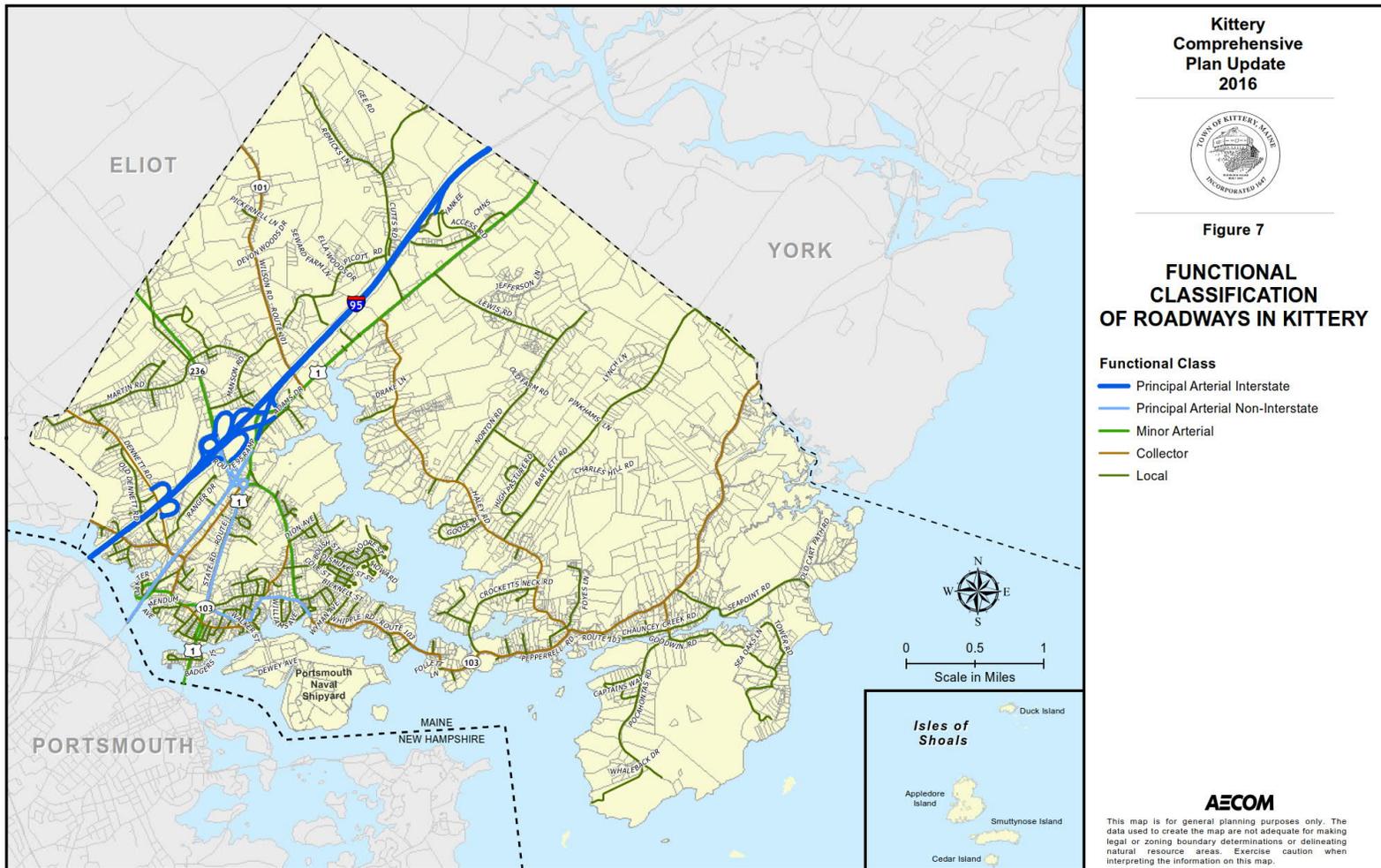


Figure 6.7: MaineDOT Functional Classification of Roadways in Kittery

- US Route 1 - North of Traffic Circle
- US Route 1 - South of Walker Street
- Oak Terrace
- Bridge Street
- Walker Street – West of Us Route 1
- Government Street – West of Walker Street

COLLECTORS

Collectors link the arterial roadways with residential neighborhoods. Ideally, collectors are spaced conveniently to manage local road traffic and typically have two travel lanes; two parking lanes or six-to-eight foot shoulders and have a capacity to carry 8,000 to 10,000 vehicles per day. There are 8.74 miles of state designated collector roadways in Kittery.

Most collectors are under local jurisdiction. Kittery’s current roadway network consists of the following state and/or federal designated collectors based on MaineDOT functional classification system:

Collectors:

- Dennett Road
- Government Street (Walker Street to Wallingford Square)
- South Eliot Road (Route 103)
- Rogers Road
- Route 103 – East of Wyman Avenue
- Haley Road (From US Route 1 to Route 103)
- Gerrish Island Lane
- Wilson Road (Route 101)
- Old Post Road

- Cook Street

LOCAL ROADS

Local roads are designed to have direct access to abutting properties, usually residential. They are relatively short and discontinuous to limit the amount of traffic volume that can be carried. Local roads usually have two travel lanes and parking. Traffic volumes are minimal, usually under 1,000 trips per day. Kittery has 45.74 miles of local roads. It is typical for local roadways to comprise a majority of the roadways in a community.

KITTERY’S FUNCTIONAL CLASSIFICATION SYSTEM AND ROAD STANDARDS

The Kittery Public Works Department has developed a street classification system that defines the type of roadway by the level of traffic it can be expected to accommodate. This functional classification system is codified in the Land Use and Development Code of the Town of Kittery with design and construction standards for each class.⁵ The town classifies roadways as arterial highways, secondary arterials, primary collectors, secondary collectors, minor streets and private streets as described below. Although the town has accepted this approach to roadway

⁵ Town of Kittery. Title 16 Land Use and Development Code. Recodified on July 26, 2010 and latest amendment made on October 26, 2015.

http://www.kitteryme.gov/Pages/KitteryME_TownCode/Title%2016%20thru%2010-26-2015.pdf

classification, it is important to note that many of the older roads that have been assigned to a specific class may not meet the current standard(s). This system is seen as a starting point for a systematic roadway classification program and should be applied to all new roads in Kittery.

ARTERIALS

Arterials include both arterial highways and secondary arterials.

Arterial highways are major traffic ways that provide connections with other thoroughfare or interstate roads. The average daily traffic (ADT) volume would be 9,001 or more trip ends. Primary arterials designated by the Town include Interstate-95, Route 1, Route 1 Bypass, Route 236 (including Rogers and Shapleigh Roads), Walker Street, and Bridge Street.

Secondary arterials carry relatively high volumes of traffic to and from arterial highways, adjacent communities, and through local residential areas, activity centers and minor commercial establishments. The ADT would be 3,001 to 9,000 trip ends. Designated secondary arterials include New Dennett Road, Route 103 from the Eliot town line through Kittery to the York town line, Haley Road, Government Street, and Wilson Road.

The Land Use and Development Code of the Town of Kittery states that street construction for roadways will generally be affected by the type of development and these types of roadways may require design and construction standards based upon special studies for required roadway improvements and/or construction.

Following is a brief description of primary arterials (Interstate 95, Route 1 and Route 236) in Kittery. These major roadways provide the greatest amount of mobility into, out of and through the Town.

- Interstate 95 (I-95) is a six lane, principal arterial with toll facility. It passes through southern Maine, including the Towns of Kittery and York, and crosses into New Hampshire. I-95 is a major commercial route within and between Maine and the rest of New England and is a major commuting corridor within the KACTS region. I-95 carries the largest volume of traffic in Kittery, approximately 37,500 vehicles per day (vpd) in 2014, though traffic volumes can vary depending on the time of year. In 2012, the average daily traffic volume at exit 7 was 46,965 vpd. During the month of August 2013, the average daily traffic volume peaked to a high of 66,438 vpd.⁶
- Route 1 is a four lane principal arterial in Kittery. It becomes a two lane arterial in parts of York, Ogunquit and Wells. In Kittery, Route 1 is mainly used by commuters and shoppers who utilize the outlet malls in Town and is used by seasonal travelers from New Hampshire through York County and on up to the northern part of the State. A short bypass segment that loops around the downtowns of Portsmouth and Kittery connects Route 1

⁶ KACTS. Long Range Transportation Plan Update 2014-2040. Approved: September 08, 2014.

to I-95. Average daily traffic volumes on Route 1 in Kittery ranged from 3,570 vpd to 16,930 vpd in 2013.

- Route 236 is a two lane arterial that connects Kittery, Eliot, South Berwick and Berwick. It is a major commuter corridor and carried average daily volumes ranging from 4,650 to 18,660 in 2013.

PRIMARY COLLECTORS

Primary collectors may be residential or business or both, and serve both as collectors to lesser residential streets and as connections to or between arterials. The ADT would be from 801 to 3,000 trip ends and in the interests of traffic and public safety must be owned and maintained by the Town. Designated primary collectors include Martin Road, Manson-Picott Roads, Dana Avenue, Cutts-Betty Welch and Chauncey Creek Road. Primary collectors in the urban area of Kittery include Old Post Road, Love Lane, Rogers Road, Woodlawn Avenue, Rogers Road Extension, Maple Avenue and Cook Street.

The Town's design and construction standards provide for 60 feet for right-of-way, 22 feet for travel pavement, 6 feet for sidewalk, paved shoulder (2 feet for walk side, 8 feet for opposite side), 2 feet for gravel shoulder on opposite side, and one side of street for parking.

SECONDARY COLLECTORS

Secondary collectors may be residential or business or both and connect to or between streets of a higher classification and/or

may collect traffic from minor streets or private ways. The ADT would be 201 to 800 trip ends. Secondary collectors in Kittery include Stevenson Road, School Lane, Seapoint Road, Leach Road, Gerrish Island Lane, Cutts Island Lane, Fernald Road, Remicks Lane, Old Dennett Road (upper), and Spinney Way.

The Town's design and construction standards provide for 60 feet for right-of-way, 22 feet for travel pavement, 6 feet for sidewalk, paved shoulder (2 feet for walk side, 8 feet for opposite side), 2 feet for gravel shoulder on opposite side, and emergency parking.

MINOR STREETS

Minor streets are predominantly single-family residential short or dead end streets which may have branching minor streets, private lanes, or private ways and connect traffic to streets of higher classification. This is the lowest of the public street in the hierarchy and must serve at least four dwelling units. The ADT would be 35 to 200 trip ends. Minor streets include Sunset Drive, Emery Lane, Bayview Lane, Harris Avenue, Folcutt Road, Armour Drive, and Meadow Lane. In the urban area such roads include Colonial Drive, Boush Street, Phelps Street, Paul Street, Pleasant Street, Otis Avenue, Palmer Avenue, and Rogers Lane.

The Town standards provide for 50-foot right-of-way, 22-foot travel pavement, 5 feet for sidewalk, paved shoulder (2 feet for walk side, 8 feet for opposite side), 2 feet for gravel shoulder on opposite side, and emergency parking.

PRIVATE STREETS

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Private streets function exclusively as residential streets serving high density housing developments including clustered housing, apartments, elderly housing, and mobile home parks and may not be dedicated for public acceptance. Maintenance and improvements must be controlled by proprietorship, corporation, association, or deed covenants. The Land Use and Development Code of the Town of Kittery states that the ADT for private streets would be 72 to 800 trip ends for Class III, 35 to 71 trip ends for Class II, and 12 to 35 trip ends for Class I private streets.

The Land Use and Development Code of the Town of Kittery states that design and construction of Class III private streets is to be in accordance with the applicable standards and specifications for public streets (Primary collectors, secondary collectors, and minor streets).

For Class II private streets, the Town’s design and construction standards provide for 40 feet for right-of-way, 20 feet for travel pavement, 5 feet for sidewalk, gravel shoulder on both sides, and emergency parking.

For Class I private streets, the Town’s design and construction standards provide for 40 feet for right-of-way, 18 feet for travel pavement (gravel), 5 feet for sidewalk, and no parking.

PUBLIC ROADWAY CENTERLINE MILEAGE

York County provides public roadway centerline mileage by municipality. Table 6.2 shows the public roadway centerline mileage for York County and Kittery. Kittery has 74.06 miles of roadway. Most of these (approximately 44 miles) are designated

as townway/seasonal roadways. State Aid Highway and State Highway in Kittery account for 13.47 and 11.32 miles, respectively. Interstate I-95 is approximately 4.22 miles long in Kittery.

The highway interchanges in Kittery comprise of approximately 1.5% of the total town land area. The interchanges have a significant impact on existing and future land use and development.

Table 6.2: Public Roadway Centerline Mileage

	Interstate	State Highway	State Aid Highway	Townway/Seasonal	Other ²	Total
York County	40.43	258.68	341.8	1607.16	16.42	2264.49
Percent	2%	11%	15%	71%	1%	100%
Kittery	4.22	11.32	13.47	44.07	0.98	74.06
Percent	6%	15%	18%	60%	1%	100%

Source: York County. Public Road Centerline Mileage by Municipality as of 1/9/09.

Note:

- 1 A centerline mile is measured along the center of the road regardless of the number of lanes.
- 2 Other includes reservation and seasonal parkways. Reservation mileage is the sum of “National Military and Naval, Other National, State Forest, State Park and other State mileage.”

The Land Use and Development Code of the Town of Kittery provides street and pedestrian ways/sidewalks site design

standards.⁷ The standards require the design of streets to provide for proper continuation of streets from adjacent development and for proper projection into adjacent undeveloped and open land. The local road design standard does not include bicycle accommodations. The Land Use and Development Code includes:

- Street classification,
- Access control and traffic impacts regulations for vehicular access to a development and circulation in the lot,
- Dead-end streets regulations, and
- Street construction standards.

Recently built residential developments on the northern side of Kittery (for example, off of Haley Road) are characterized with longer dead-end streets (cul-de-sacs), which limit access and prevent connectivity to the roadway network.

SCENIC ROADS

The Town of Kittery has a number of roads that contribute to the community’s scenic character and visual environment. These roads typically wind and change in elevation, may have mature trees, stonewalls or other visually defining characteristics, and provide a scenic experience to a person traveling along the road. Roads that have been rated as having the greatest scenic value for the community are designated as scenic roads.

⁷ Town of Kittery. Title 16 Land Use and Development Code. Recodified on July 26, 2010 and latest amendment made on October 26, 2015. Pages 171 -195.

Scenic roads as identified in the 1999 Comprehensive Plan are classified into three groups: Category One (those of the highest value), Category Two (those of very high value), and Category Three (those of high value).

SUMMARY OF KEY POINTS
Scenic Roads

Scenic roads as identified in the 1999 Comprehensive Plan are classified into three groups: Category One (those of the highest value), Category Two (those of very high value), and Category Three (those of high value).

Category One Scenic Roads include:

- Route 103 including Whipple Road, Pepperrell Road, Tenney Hill Road, and Brave Boat Harbor Road
- Seapoint Road
- Chauncey Creek Road
- Hunter and Newmarch Streets
- Government Street
- Crockett Neck Road from Route 103 to Bond Road
- Old Ferry Lane
- Picott Road
- Wilson Road from Picott Road to the Eliot Line
- Haley Road from Route 1 to Hartley Farm Road

Category Two Scenic Roads include:

- Tower Road
- Love Lane
- Cutts Road from Picott Road to Betty Welch Road

- Goodwin Road
- Old Dennett Road west of I-95
- The half-mile of Bartlett Road near the York line
- Lawrence Lane
- Adams Road

Category Three Scenic Roads include:

- Miller Road
- The upper end of Norton Road
- Pocahontas Road Extension
- Litchfield Road
- Betty Welch Road

TRAFFIC VOLUMES

Traffic volume counts are one method used to evaluate traffic. Weekday daily roadway traffic volumes collected in 2010 and 2013 on select arterials, collectors and local roadways in Kittery are shown in Table 6.3 and in Figure 6.8. Table 6.3 also summarizes weekday daily traffic volume growth on the roadways. The following summarizes traffic volumes in Kittery:

- Interstate 95 (I-95), principal arterial with toll facility in Kittery, carried the largest weekday daily traffic volume with 37,500 vehicles per day (vpd) in 2014. Traffic volume on I-95 increased by 0.3% per year between 2010 and 2014.
- Daily volumes on US Route 1, ranged from 4,110 vpd to 16,930 vpd in 2013. US Route 1 experienced decrease in traffic volume by 3.2% to 6.1% per year between 2010 and 2013.

- Daily volumes on Rogers Road (State Route 236) ranged from 10,740 vpd to 18,660 vpd in 2013. As shown in Table 6.3, two segments on Rogers Road experienced increase in traffic volume while one segment experienced decrease in volume.
- Shapleigh Road (State Route 236) carried 10,340 vpd to 12,070 vpd. Daily traffic volume on Shapleigh Road increased up to 7.3% per year.

SUMMARY OF KEY POINTS

Traffic Volumes

- I-95: 37,500 vehicles per day (vpd), Route 1: 16,930 vpd and Route 236: 18,660 vpd have the highest daily traffic volume.
- Most of the roadway segments experienced decrease in daily traffic volume between 2010 and 2013. Shapleigh Road increased up to 22% during this period.
- When I-95 experiences congestion, particularly during summer months, local roadways experience congestion and are used as cut-throughs.
- Route 103 is a narrow, winding roadway shared by vehicles, motorcycles, and bicyclists, particularly on warm weather weekends.
- Walker Street (State Route 103) experienced daily traffic volumes ranging from 8,110 vpd to 8,460 vpd in 2013. Traffic volume on Walker Street decreased by 0.6% to 1% per year between 2010 and 2013.
- Whipple Road southeast of Woodlawn Avenue experienced 8,830 vpd in 2013, a decrease of 2.6% from 2010 to 2013.

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- Daily traffic volume on Government Street ranged from 1,970 vpd to 7,570 vpd in 2013. Government Street east of Hunter Avenue had the largest decrease in traffic volume (a decrease of 10.4% per year between 2010 and 2013).
- The remaining roadways in Kittery carried fewer than 5,000 vehicles per day.

Additionally, daily traffic volume on US Route 1 Bypass ranged from 2,640 vpd southwest of US Route 1 to 15,670 vpd at New Hampshire state line at Sarah Mildred Long Bridge.

Route 103 is a narrow, winding roadway shared by vehicles, motorcycles, and bicyclists, particularly on warm weather weekends.

Table 6.3: Roadway Traffic Growth in Kittery

Location	Daily Traffic Volume on Roadways		Percent Change	Annual Percent Change
	2010	2013		
I-95 SB @ NH State Line ¹	37,010	37,500	1%	0.3%
US 1 SW/O SR 101 (Wilson Rd)	18,730	16,930	-10%	-3.2%
US 1 @ Spruce Creek BR #2553	17,650	16,260	-8%	-2.6%
US 1 NE/O Haley Rd	12,330	10,940	-11%	-3.8%
US 1 SW/O Rest Area Rd	11,080	9,820	-11%	-3.8%
US 1 (State Rd) S/O Traffic Circle	9,880	9,200	-7%	-2.3%
US 1 SB SW/O I-95 NB On Ramp	9,250	8,400	-9%	-3.1%
US 1 (State Rd) N/O Love Ln	9,790	8,390	-14%	-4.8%
US 1 NB S/O US 1 Bypass NB	7,040	6,470	-8%	-2.7%

US 1 (State Rd) N/O Traffic Circle	7,310	6,230	-15%	-4.9%
US 1 SB SW/O I-95 SB on RP from US 1 SB	5,000	4,560	-9%	-2.9%
US 1 (State Rd) NB S/O SR 103 (Walker St.)	5,030	4,110	-18%	-6.1%
Rogers Rd (SR 236) NW/O Martin Rd	17,990	18,660	4%	1.2%
Rogers Rd (SR 236) SE/O Stevenson	18,120	18,630	3%	0.9%
Rogers Rd (SR 236) E/O Traffic Circle	12,220	10,990	-10%	-3.4%
Rogers Rd (SR 236) N/O Dion Ave	11,570	10,740	-7%	-2.4%
Shapleigh Rd (SR 236) SE/O Rogers Rd	10,460	12,070	15%	5.1%
Shapleigh Rd (SR 236) NW/O Whipple Rd (SR 103)	8,490	10,340	22%	7.3%
SR 236 SB NW/O Traffic Circle @ Overpass	11,350	10,720	-6%	-1.9%
SR 236 NB SE/O Dana Ave	9,060	9,400	4%	1.3%
SR 236 NB NW/O Traffic Circle @ Overpass	8,510	7,520	-12%	-3.9%
Walker St (SR 103) E/O US 1 (State Rd)	8,690	8,460	-3%	-0.9%
Walker St (SR 103) E/O Main St	8,570	8,360	-2%	-0.8%
Walker St (SR 103) W/O Jones Ave	8,600	8,350	-3%	-1.0%
Walker St (SR 103) W/O SR 103 (Wentworth)	8,270	8,110	-2%	-0.6%
Whipple Rd (SR 103) SE/O Woodlawn Ave	9,590	8,830	-8%	-2.6%
Government St (SR 103) SE/O Bridge St	7,420	7,570	2%	0.7%
Government St NW/O Stimson St	1,750	2,040	17%	5.5%
Government St (OW) E/O Hunter Ave	2,860	1,970	-31%	-10.4%

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Dennett Rd N/O I-95 SB On Ramp	3,200	3,890	22%	7.2%
Manson Ave E/O Shapleigh Rd (SR 236)	2,350	2,750	17%	5.7%
Haley Rd E/O US 1	2,710	2,660	-2%	-0.6%
Haley Rd N/O Crocketts Neck Rd	1,830	1,640	-10%	-3.5%
Tenney Hill (SR 103) W/O Chauncy Creek Rd	2,460	2,270	-8%	-2.6%
Cutts Rd N/O US 1	2,120	2,040	-4%	-1.3%
Government St NW/O Stimson St	1,750	2,040	17%	5.5%
Stevenson Rd NE/O Rogers Rd (SR 236)	1,650	1,750	6%	2.0%
Old Post Rd NE/O Cook St (SR 103)	2,060	1,730	-16%	-5.3%
Chauncy Creed Rd SE/O Tenny Hill (SR 103)	1,270	1,080	-15%	-5.0%

Source: Maine Department of Transportation. 2014 Maine Transportation Count Book.

Note:

1 For I-95, 2014 volume was available instead of 2013 therefore, 2014 volume was used.

TRAFFIC OPERATIONS

In Kittery, traffic congestion on local streets is experienced due to traffic generated by the stores on Route 1 and the Portsmouth Naval Shipyard (PNSY). The Portsmouth Naval Shipyard has

more than 5,000 employees⁸, who enter and exit the PNSY through Gate 1 near Walker Street and Wentworth Street and Gate 2 at Whipple Road and Wyman Avenue. Traffic backing up into residential neighborhoods during the daytime shift change is a major issue. This Comprehensive Plan will help identify measures to manage and reduce traffic to Kittery's transportation system.

The PNSY promotes carpooling and offers transportation via the COAST bus system. In Kittery, COAST provides year round limited transit services from PNSY to towns in New Hampshire and Maine.

When I-95 experiences congestion, particularly during summer months, local roadways experience congestion and are used as cut-throughs.



⁸ KACTS. Long Range Transportation Plan Update 2014-2040. Approved: September 08, 2014.

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

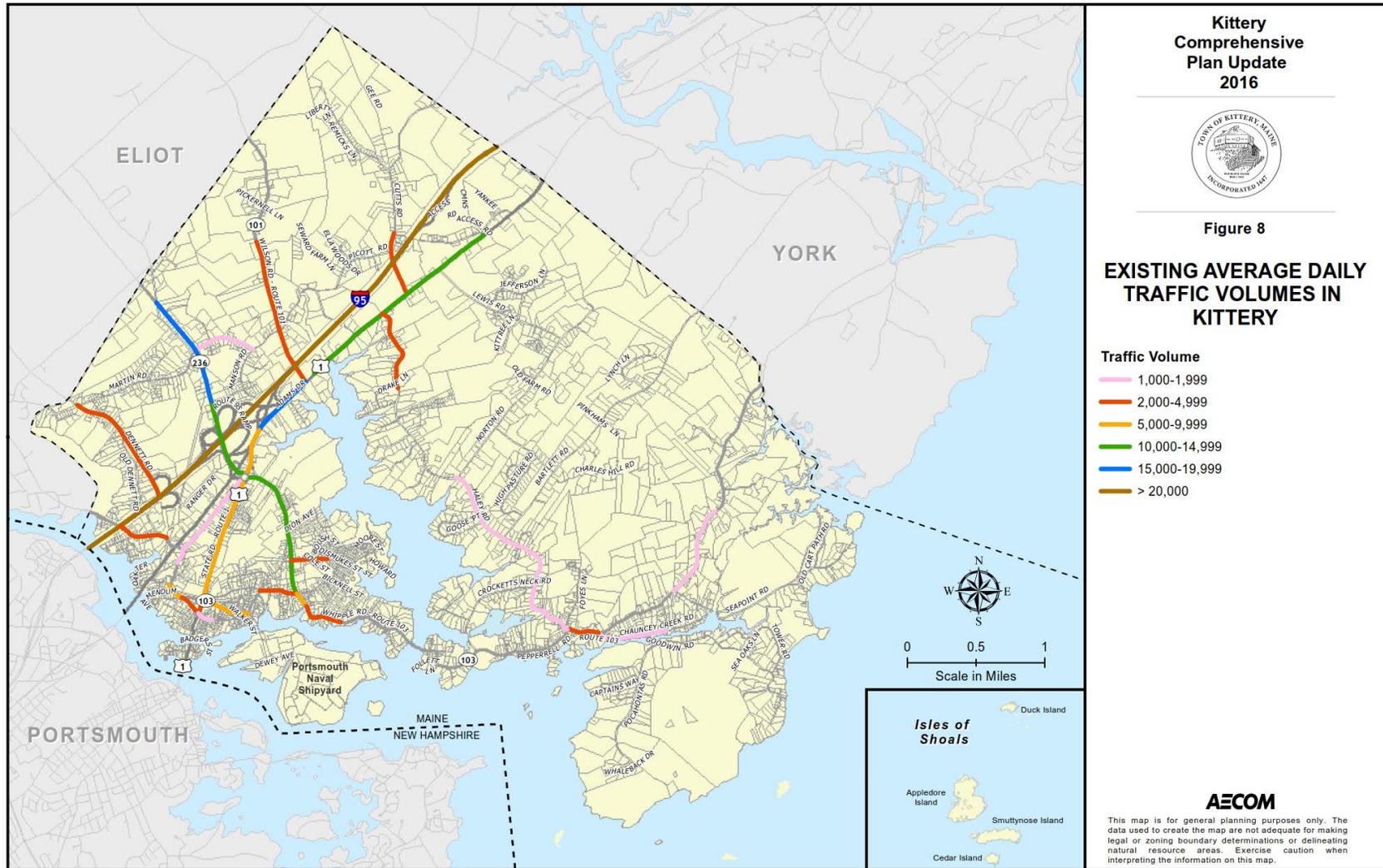


Figure 6.8: Existing Average Daily Traffic Volumes in Kittery

MAINTAINING THE TRANSPORTATION INFRASTRUCTURE

This section discusses transportation infrastructures, including pavement management, bridges and sidewalks.

SUMMARY OF KEY POINTS Maintaining the Transportation Infrastructure

- The DPW conducts a full roadway inventory every three years and it is used as a basis for setting road maintenance priorities. Typically, the roadways with ratings of less than 50 would be on the priority list for maintenance in a given years.
- Most of the sidewalks in Kittery are along US Route 1 and in the urban downtown area.
- Most of the bridges in Kittery received a Federal Sufficiency Rating (SFR) above 50. Viaduct and Sarah Mildred Long Bridge have the lowest ratings of 16.4 and 21, respectively. Memorial Bridge replacement was completed in 2013.

PAVEMENT MANAGEMENT

The Department of Public Works (DPW) has established a policy for local roadway maintenance that is referred to as the Road Surface Management System. This system groups roadways into three categories: 1) State Aid Roads, 2) Local Collector/Connector Roads, and 3) Local Roads. Within each of these categories roadway segments are identified and for each segment a rating is given as well as the length of the roadway and the date of last

maintenance (i.e., sealed, paved, other). The inventory also identifies the specific repairs that are necessary.

The rating system is based upon a numerical rating from 1 to 100 where 100 is the highest rating. Such roadway conditions as deficient drainage, rutting, pot holes, cracks, and shoulder raveling are rated. The DPW conducts a full roadway inventory every three years and it is used as a basis for setting road maintenance priorities. Typically, the roadways with ratings of less than 50 would be on the priority list for maintenance in a given years.

Kittery's current budget for road maintenance and improvement includes \$900,000 in state aid and \$ 600,000 in bond money for paving.

Figure 6.9 "Road Surface Ratings and Repair Categories" illustrates the road surface repair categories.



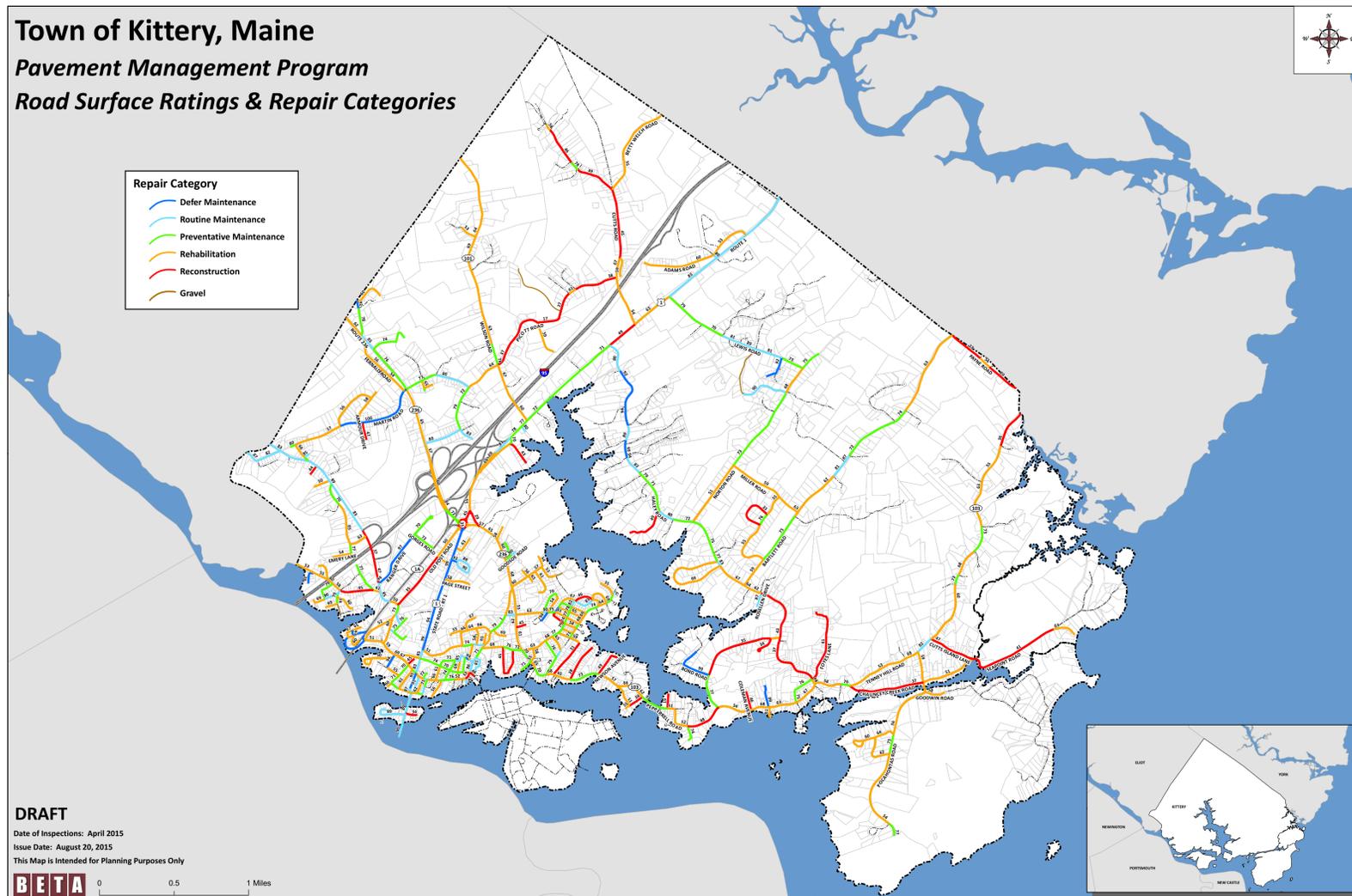


Figure 6.9: Road Surface Ratings and Repair Categories for Kittery
 Source: Town of Kittery, Maine and BETA. August 20, 2015

SIDEWALKS

The Kittery Department of Public Works maintains an inventory of sidewalks in a Sidewalk Condition Report. Each sidewalk section is identified by type (paved or concrete) and length and condition (Excellent, Good, Fair, Poor).

Most of the sidewalks in Kittery are along US Route 1 and in the Foreside area. The sidewalks along Route 1 are located on Badger’s Island and in the areas from Water Street to the south of traffic circle and the Kittery Mall Outlets. Large lengths of sidewalks in the Foreside and urban business districts are along Dana Avenue, Cook Street/Old Post Road, Government Street, Walker Street, Bridge Street, Dion Avenue, Manson Avenue, Rogers Road, Shapleigh Road, Whipple Road, Woodlawn Avenue and Pepperrell Road. Sidewalk is also present along short segment of Dennett Road (from Old Post Road to South Eliot Road).

The KACTS has completed a study with Kittery to identify opportunities to make the Route 1 Bypass more bike and pedestrian friendly, especially once the new Sarah Mildred Long Bridge is constructed.

Some recent sidewalk projects include:

- Repaving of the sections of Taylor parking lot and front sidewalk in 2012⁹;
- New sidewalks around the “When Pigs Fly” property in 2011¹⁰; and

⁹ 2011-2012 Annual Report for the Town of Kittery, Maine.

- Completion of Stevenson Road and sidewalk improvements in FY 2010-2011¹¹.

The Town of Kittery was awarded 1.5 million dollars to continue improving the Route 1 corridor, including the Memorial Traffic Circle rebuild, additional sidewalks, drainage, island reconstruction, culvert replacement, pavement overlays and other related work.¹² Construction is due to begin in summer 2017.

BRIDGES

The MaineDOT, the Maine Turnpike Authority, and the Kittery Department of Public Works are responsible for bridges in Kittery. There are approximately 20 bridges and ramp structures maintained by the state that are associated with Interstate-95, Route 1 and the Route 1 Bypass, including the bridges over the Piscataqua River. In addition, there are three state maintained “local” bridges, including the Kittery Point Bridge over Spruce Creek on Route 103, the Gerrish Island Bridge over Chauncey Creek and the Route 1 Bridge/Culvert over Spruce Creek. The state also owns and maintains the Route 103 overpass on the Boston and Maine spur and a Boston and Maine tunnel under an abandoned section of rail at the Route 1 Bypass.

Three bridges between Kittery and Portsmouth, New Hampshire: the Memorial Bridge (Route 1), Sarah Mildred Long Bridge (Route 1 Bypass) and the I-95 High Level Bridge provide important

¹⁰ Ibid

¹¹ 2010-2011 Annual Report for the Town of Kittery, Maine.

¹² 2013-2014 Annual Report for the Town of Kittery, Maine.

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

connections between Maine and New Hampshire. These three bridges are owned jointly by the MaineDOT and the New Hampshire DOT.

The Town of Kittery is responsible for bridge structures that are ten (10) feet or less in span. The Town is responsible for the following bridge structures:

- A box culvert on Wilson Road over Spruce Creek;
- A box culvert on Picott Road over Spruce Creek;
- The Cutts Island Bridge on Seapoint Road;
- A box culvert and causeway on Crockett’s Neck Road over Barthers Creek; and
- Several smaller culverts where roads pass over water bodies.

The MaineDOT has a state-wide bridge inspection program that is based upon the National Bridge Inspection Standards (NBIS) system. All bridges are inspected at least every two years and depending on the location, use and, condition may be inspected on a less formal basis more frequently. In Kittery, the bridges were last inspected in 2011 and 2012 (see Table 6.4). Similar to roads, bridge condition is rated on a numerical system, called Federal Sufficiency Rating (FSR). Each FSR has a numeric indicator of the overall value of the sufficiency of the bridge, with rating form 0-100 where the higher the rating, the better the condition of the bridge. The FSR include both structural deficiencies as well as functional obsolescence. The state then establishes priorities for maintenance, repair and replacement of its own bridges.

As shown by the ratings of the bridges in Table 6.4, most of the bridges in Kittery received a rating above 50. Viaduct and Sarah

Mildred Long Bridge have the lowest ratings of 16.4 and 21, respectively.

Table 6.4: State-aid Bridges in Kittery

Bridge Number	Bridge Name	Federal Sufficiency Rating (FSR)	Last Inspected
1361	B&M Railroad Tunnel	56.5	1/23/2012
1362	Eliot Road Overpass	93.2	1/9/2012
1477	Piscataqua Maine Approach	84.0	10/23/2012
2031	Badger Island	65.6	12/5/2012
2546	Memorial	N/A	N/A
2553	Mill	71.4	4/27/2012
3013	Kittery Point	88.6	12/5/2012
3641	Sarah Mildred Long	21.0	12/29/2009
3783	Gerrish Island	88.1	1/9/2012
3860	Kittery Overpass	57.9	12/26/2012
5276	Viaduct	16.4	9/26/2012
5620	B&M Overpass	92.5	4/27/2012
6222	Ramp M-US 1/I-95 Ramp	76.5	1/18/2012
6223	Wilson Road Bridge	76.9	1/18/2012
6224	Spruce Creek	95.1	12/5/2012
6275	I-95/Dennett Road	83.0	1/23/2012
6276	Route 236 over I-95	87.5	1/23/2012
6277	Ramp H Bridge	99.6	4/30/2012
6278	Ramp J Bridge	97.8	1/23/2012
6330	I-95/Piscataqua River	76.0	1/27/2011

Source: KACTS MPO Long Range Transportation Plan Update 2014-2040. September 8, 2014.

The MaineDOT puts emphasis on maintaining health of “forever bridges”, which are high-value bridges which, when replaced, will create extraordinary impacts to customers or create significant funding needs that could severely impact bridge resources. These bridges must last at least 100 years or longer in some cases. “Forever bridges” in Kittery includes Memorial Bridge, Sarah Mildred Long Bridge, and I-95/Route 103 bridge over Piscataqua River.¹³

Recent bridge projects in Kittery include the Memorial Bridge replacement project that was completed in 2013. The original structure was a lift span bridge that was constructed in 1920. The bridge was replaced due to maintenance issues, serious structural deficiencies, and weight restrictions. The new bridge is still a lift span bridge and includes sidewalks and bike lanes on both sides of the bridge and several pedestrian overlooks. Ongoing bridge project includes planning for the reconstruction of the new \$180,000,000 the Sarah Mildred Long Bridge. It is scheduled to be replaced by 2017. The new bridge will include a bicycle lane but not sidewalks. Bridge improvement for I-95 is included in the MaineDOT’s 2015-2016-2017 Work Plan. The improvement would

¹³ MaineDOT. Keeping Our Bridges Safe. 2014 Report. <http://www.maine.gov/mdot/publications/docs/plansreports/kobs2014.pdf>

be on I-95/Piscataqua River Bridge over the Piscataqua River, located on the Maine-New Hampshire state line.¹⁴

SAFETY

One measurement of safety is to evaluate the history of crashes on roadways and intersections. Town, Maine and KACTS are dedicated to reducing the number of crashes and fatalities on roads and support the federal *Toward the Zero Deaths* initiative.

SUMMARY OF KEY POINTS

Safety

- There were nine high crash locations (six of them are intersections and three are segments of roadway) in Kittery between 2013 and 2015.
- According to the annual Town report for 2013, Kittery experienced a reduction in accidents by 10% compared to 2012.

MaineDOT uses crash data obtained from the State and local police to determine high crash locations (HCL). Every intersection (node) and section of roadway (link) is analyzed to come up with a Critical Rate Factor (CRF). The CRF is a comparison of actual crash rate on a link or at a node to the expected accident rate based on road type, vehicle miles of travel, and a statewide

¹⁴ MaineDOT Work Plan. Calendar Years 2015-2016-2017. <http://www.maine.gov/mdot/projects/workplan/docs/2015/WorkPlan2015-2016-2017.pdf>

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

average of accident rates. A CRF greater than 1 on a link or at a node indicates a crash rate higher than should be expected at that location when based on statewide data.

In addition to determining the CRF, MaineDOT maintains data on all the crashes on the links and at the nodes. Reports are produced at locations with CRF greater than 1 that have more than 8 crashes during a 3 year period. These locations are then called high crash locations. MaineDOT and municipalities use the High Crash Location data to make informed decisions about highway safety improvements. In order to qualify, High Crash Locations must be at locations that have had at least eight crashes in the same location for a three-year period. It also must exceed the Critical Rate Factor of crashes. A CRF is the average expected rate of crashes for a location.

Table 6.5 lists the high crash locations in Kittery based on MaineDOT analysis of crashes between 2013 and 2015. As shown in the table, there were nine high crash locations (six at intersections and three on roadway segments) in Kittery between 2013 and 2015. These locations are further illustrated in Figure 6.10.

Table 6.5: High Crash Locations in Kittery (2013-2015)

High Crash Location Description	Total Crashes	Critical Rate Factor (CRF)	Ranking State/ County
Intersection (Node)			

Intersection of New State Road, Rogers Road, State Road	37	4.27	40/10
Intersection of Manson Road, Picott Road and Wilson Road	8	3.18	81/19
Intersection of Shapleigh Road, Whipple Road and Woodlawn Avenue	12	2.50	120/31
Intersection of Ramp off to Rogers Road Rogers Road South Bound	8	1.75	171/40
Intersection of Manson Avenue, Shapleigh Road	9	1.70	175/48
Intersection of State Road and Walker Street	16	1.06	228/60
Section of Roadway (Link)			
End of US 1 Bypass to Intersection of US 1 Bypass & US 1 Bypass South Bound	11	1.63	125/14
End of I-95 Southbound to Intersection of Exit 1 On-Ramp from I-95 North to Dennett Road I-95 SB	9	1.61	127/15
Intersection of Entrance to Maine Outlet/Entrance to Shop Center/US 1 to Intersection of Entrance to Mall/ US 1/Wilson Road	18	1.09	179/35

Source: MaineDOT – Traffic Engineering, Crash Records Section. High Crash Locations from 1/1/2013 to 12/31/2015.

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

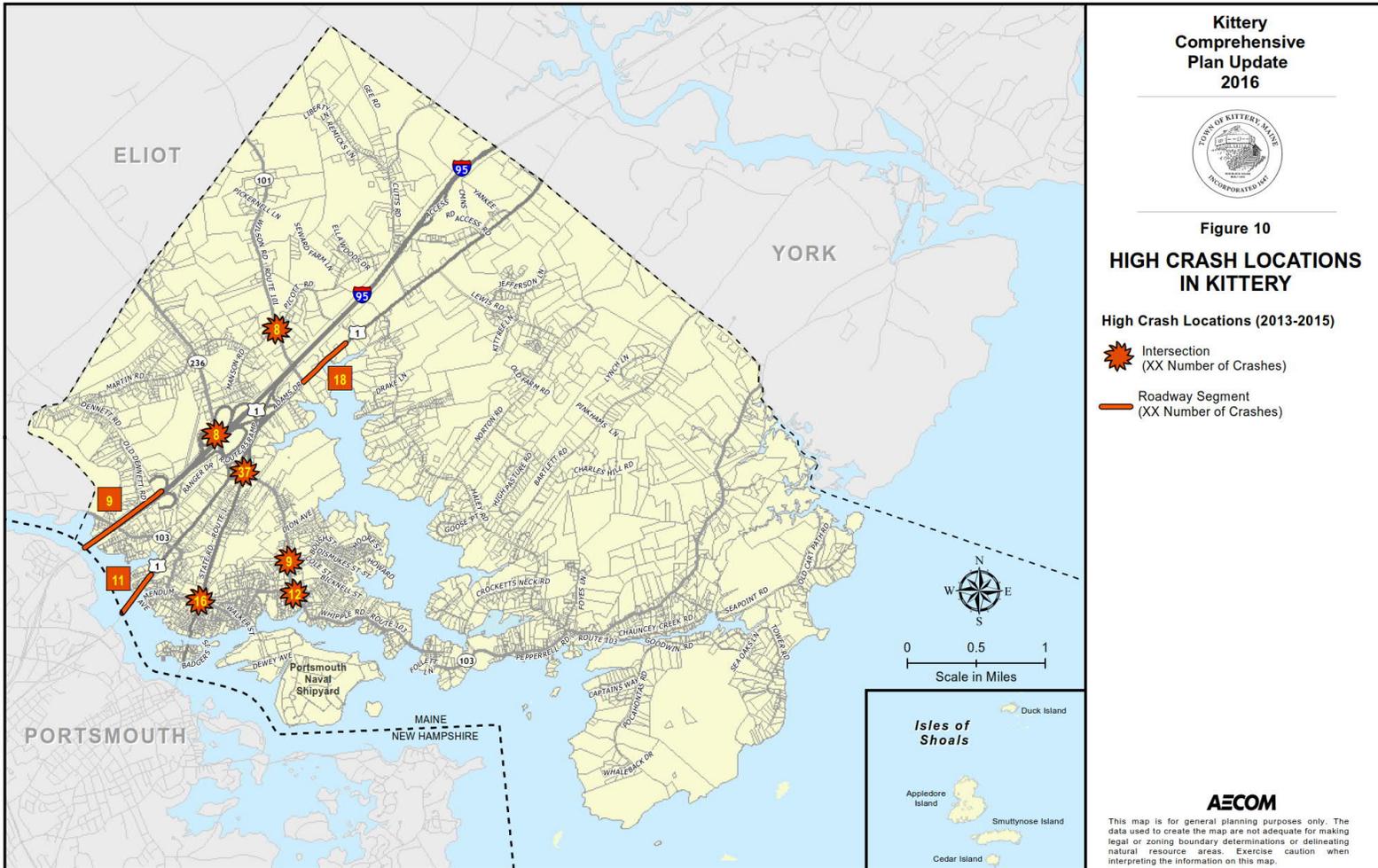


Figure 6.10: High Crash Locations in Kittery

Source for High Crash Locations: MaineDOT – Traffic Engineering, Crash Records Section. High Crash Locations from 1/1/2013 to 12/31/2015.

In 2013, Kittery experienced a reduction in crashes by 10% compared to 2012. According to the 2013-2014 Annual Town Report, Kittery's goal is to achieve 10% reduction in traffic accidents.¹⁵

In FY 2011-2012, the Kittery Police Department created a new position for bicycle officer. The bicycle officer patrols high pedestrian traffic areas, such as the malls, beaches, and parks, on a mountain bike. This has enabled the officer to interact with pedestrians and provide responses to areas where police vehicle cannot practically reach.

PEDESTRIAN AND BICYCLE FACILITIES

This section discusses the current level of pedestrian and bicycle facilities in Kittery including sidewalks, trails, paths and bike accommodations. Pedestrian and bicycle facilities are used for both commuting and recreational purposes. Common strategies to ensure pedestrian safety include providing sidewalks and controlled crossings in areas where pedestrian activity is significant or encouraged. Bicycle safety measures include providing at least four-foot (five-foot preferred) bike lanes on paved shoulder of a roadway.

The design and construction standards for streets and pedestrian ways provided in the Land Use and Development Code of Kittery

¹⁵ 2013 – 2014 Annual Report for the Town of Kittery, Maine. July 1, 2013 – June 30, 2014.

SUMMARY OF KEY POINTS Pedestrian and Bicycle Facilities

- Approximately 2.5-miles of the Eastern Trail runs through Kittery from the Maine State Line on the Memorial Bridge to Dennett Road after which it continues to the Town of Eliot. An alternative on-road trail route is also provided through South Eliot Road/Main Street/Route 103.
- The State designated Route 236 bike route runs through Kittery. Route 236 has adequate shoulder width to accommodate bicycle travel.
- The KACTS has completed a study with Kittery to identify opportunities to make Route 1 Bypass more bike and pedestrian friendly.
- Kittery does not participate in the MaineDOT Safe Routes to School (SRTS) Program.

provides design standards for sidewalks but does not provide standards for bicycle accommodations.¹⁶

BIKE ACCOMMODATION

ROUTE 236 BIKE ROUTE

The State designated Route 236 bike route was the only designated bicycle route in the KACTS area and Kittery until

¹⁶ Town of Kittery. Title 16 Land Use and Development Code. Recodified on July 26, 2010 and latest amendment made on October 26, 2015. Page 178.

recently when Eastern Trail began. The Route 236 bike route runs from Route 4 in South Berwick down Route 236 through Eliot and Kittery. Both of these roads have adequate shoulder width to accommodate bicycle travel.

EASTERN TRAIL

The Eastern Trail is a 65-mile section of the East Coast Greenway, a transportation-recreation greenway connecting Kittery, in southernmost Maine, to Casco Bay in South Portland.¹⁷ The Eastern Trail includes both off-road sections and scenic on-road route that mostly follows quiet country roads. In Kittery, the Eastern Trail is approximately 2.5-miles long and begins at the Maine State Line on the Memorial Bridge over the Piscataqua River and runs on-road through Hunter Avenue, Newmarch Street, Government Street, Cook Street, Old Post Road and Dennett Road after which it continues to the Town of Eliot. The alternative on-road trail route is also provided through South Eliot Road/Main Street/Route 103.¹⁸ This bicycle route also incorporates the existing bicycle route on Route 236 in other towns.

BICYCLE COALITION OF MAINE

The Bicycle Coalition of Maine is an advocacy group that works to make Maine a better place to bicycle. It was founded by a small

¹⁷ Eastern Trail Alliance. <http://www.easterntail.org/>

¹⁸ Eastern Trail Guide. “Welcome to the Eastern Trail in Southern Maine”. 2nd Edition, 2014. <http://www.easterntail.org/documents/etbooklet.pdf>

group of cyclists in 1992. Since then it has grown into one of the most effective bike advocacy groups in the country.¹⁹

The Bicycle Coalition of Maine’s five-year strategic plan guides its work for expanding biking in Maine, improving bike safety, passing bike-friendly laws and spreading a love of cycling to children and adults. The group also manages the Maine Safe Routes to School (SRTS) Program in partnership with the Maine Department of Transportation. This federally funded initiative promotes safe walking and bicycling for Maine’s school children. Since the start of the program in 2005, the Maine SRTS Program has worked with hundreds of local schools throughout the state to engage in walk and bike to school activities and projects. Currently, Kittery does not participate in the MaineDOT SRTS Program.



¹⁹ The Bicycle Coalition of Maine. <http://www.bikemaine.org/about>

BICYCLE AND PEDESTRIAN STUDIES/PROEJCTS

ROUTE 1 BYPASS BICYCLE AND PEDESTRIAN PLAN

The KACTS has completed a study with Kittery to identify opportunities to make the Route 1 Bypass more bike and pedestrian friendly, especially once the new Sarah Mildred Long Bridge is constructed. In late 2014, the KACTS and the Town retained Sebago Technics to conduct a neighborhood pedestrian and bicycle improvement plan for Route 1 Bypass from Memorial Circle to the Sarah Mildred Long Bridge and develop a long-term vision for improving bicycle and pedestrian safety. The study area consisted of the section of the Town bordered by US Route 1 (to the east), Memorial Circle (to the north), Bridge and Government Streets (to the south), and Dennett and South Eliot Roads westerly to the Maine Turnpike. The study provided three options for improvement.

ROUTE 103 BICYCLE-PEDESTRIAN TRAIL

The MaineDOT work plan for Calendar Years 2015-2016-2017 lists bicycle-pedestrian project on Route 103. It is listed as an on-road new construction project on Route 103 beginning at Old Ferry Lane and extending westerly 0.52 of a mile.²⁰

Additionally, MaineDOT and the Maine Office of Tourism have published 33 Loop Bike Tours in a book entitled “Explore Maine by Bike”. It includes Route 103 in Kittery in Tour 8 (Kittery Coastal

²⁰ MaineDOT Work Plan. Calendar Years 2015-2016-2017. January 2015. Pg. 135.

Signature Rides) with three tour loops that are 12, 17, and 22-mile long and extend from York to Nubble Light, Kittery to Elliot and York to Kittery, respectively.²¹

TRANSIT

This section describes transit services, paratransit service, private bus carriers and ride sharing program available in Kittery.

SUMMARY OF KEY POINTS

Transit

- In Kittery, the COAST provides year round limited transit services. Out of five COAST routes, four are express commuter routes.
- There used to be shuttle bus service that operated on Route 103 in Kittery, but it has not been provided for several years.
- Paratransit service, ridesharing program and van services are available to Kittery residents through various organizations.

FIXED – ROUTE BUS SERVICE IN KITTERY

Since 1983, the Cooperative Alliance for Seacoast Transportation (COAST) has provided public bus service to Portsmouth and

²¹ Explore Maine. Tour 8 – Kittery Coastal Signature Rides. <http://www.exploremaine.org/bike/beaches/kittery.shtml>

Berwick. In Kittery, COAST provides year round limited transit services from Portsmouth Naval Shipyard (PNSY) to towns in New Hampshire and Maine. Currently, COAST operates five Routes: 2cc, 41cc, 100, 101 and 103 to and from the PNSY Gate 1. Route 2cc operates between PNSY Gate 1 to Rochester, New Hampshire. Routes 100, 101, 103 and 41cc are known as COAST’s “Clipper Connection” express commuter routes. These bus routes begin in PNSY and serve the communities of Portsmouth, New Hampshire (Route 41cc), Rochester, New Hampshire (Route 103), and Dover, New Hampshire (Route 101). Route 100 begins at PNSY and serves Somersworth in New Hampshire, and Eliot, South Berwick, Berwick in Maine. The COAST service is open to the public, but serves primarily employees of the Navy Yard and Portsmouth. Monthly pass holders of the Clipper Connection service are eligible for the “Emergency Ride Home” program.



A shuttle bus service use to operate on Route 103 in Kittery, but it has not been provided for several years. Fair Tide has recently evaluated the need for shuttle bus service. At this time, it

appears that demand for the service is not large enough to be considered for grant guidelines. Fair Tide may consider applying in the future as condition and demand may change. Fair Tide was established in 1998 by a group of southern Maine and seacoast New Hampshire citizens. Fair Tide provides short-term affordable housing for people who are homeless, and individualized support services and referrals to community services. It also advocates on participants’ behalf at both the local and state government levels.²²

PARATRANSIT SERVICE

York County Community Action Corporation (YCCAC) provides transportation services to all the KACTS towns. YCCAC currently operates demand-responsive service for the residents of Kittery and other York County towns. The service is mainly targeted for the elderly, disabled, and low income populations although it is also available for the general public. YCCAC provides four scheduled transit services to few towns and year round “Local Rides” service to all the communities in the York County. Local Rides routes provide services from home to the closest regional shopping and medical destinations for each town served. Riders are usually picked up at their homes with a return trip an hour or more later. Map and schedules for the Local Rides service are available in the YCCAC website. Towns are coded with different colors based on the day service is available for the town. Local Rides service in Kittery is available on Fridays, with destinations in Kittery, Portsmouth and Newington.²³ The York Hospital also

²² <http://www.fairtide.org/people/>

²³ York County Community Action Corporation. Local Rides. <https://www.yccac.org/index.php/local-rides>

provides a shuttle bus service for patients who need transportation to and from the hospital in the southern York County area, including Kittery.

Electric Vehicle (EV) charging stations may be part of the York Hospital's future plans.

PRIVATE BUS CARRIERS

There are several interstate private bus carriers that serve the Portsmouth-Kittery area. C & J (formerly C & J Trailways) offers service out of the Portsmouth Transportation Center located at the Grafton Drive entrance of the Pease International Tradeport, Dover and Durham. Greyhound Bus Lines provides limited service in Dover, New Hampshire. These bus carriers provide bus service to Boston and Logan Airport as well as Portland, Maine and other cities in northern New England.

RIDESHARING PROGRAM

GoMaine is a statewide commuter services program sponsored by MaineDOT and the Maine Turnpike Authority. GoMaine helps individuals find carpools for commuting to work and rides for events. While vanpools were previously operated by GoMaine, today they are operated by several private organizations and commuters. GoMaine has partnered with vRide and Enterprise Rideshare for vanpool. There are a couple of vanpools available from the Portsmouth Naval Shipyard in Kittery. By signing up with

the Go Maine NuRide program, commuters can get rewards including the "Emergency Ride Home" benefit.²⁴

VAN SERVICE

Kittery Community Center provides van service through town-owned four vans for special events. The Kittery Community Center also provides adult trips (for 18 years and over) to places of attractions in Maine, Massachusetts and New Hampshire, including Larz Anderson Auto Museum in Brookline, Massachusetts; Freeport Shopping and Lunch in Freeport, Maine; Bedrock Gardens in Lee, New Hampshire; Pickity Place in Mason, New Hampshire; Lake Sunapee Cruise in Sunapee, New Hampshire and Cabbage Island Clambake in Boothbay, Maine. Registrations are required to be done at the Community Center.

In addition to this, the State of Maine also provides van service to York County if a reservation is made ahead by phone. Durgin Pines, a nursing home located in Kittery just off the turnpike between York Hospital and Portsmouth Hospital, and Sentry Hill, a retirement community in York have their own vans.

OTHER TRANSPORTATION SERVICES

Other transportation services, including taxi service, rail service, airports, marine facilities and parking are summarized below.

²⁴ GoMaine. <http://www.gomaine.org/>

TAXI SERVICE

Kittery is not consistently served by taxi service. Portsmouth taxi companies provide limited coverage of the Kittery area. At one time, Kittery offered to implement a subsidized taxi service for the elderly and needy individuals, but due to lack of interest, discontinued the project.

RAIL SERVICE

Currently, there is no passenger rail service into Kittery. Amtrak Downeaster began providing passenger service between Portland, Maine and Boston, Massachusetts in 2000, which was extended to Freeport and Brunswick, Maine in 2012. The nearest stations from Kittery are Dover, New Hampshire and Wells, Maine. There is a freight service to the Portsmouth Naval Shipyard operated by the Boston & Maine Division of Guilford Transportation Industries.

MARINE FACILITIES

Kittery has some small harbor facilities in addition to the Portsmouth Naval Shipyard. They are located on the north side of the Piscataqua River basin and Portsmouth Harbor. A lighted whistle buoy, Whaleback Light, and the Portsmouth Harbor Light at New Castle mark the entrance to the harbor, and the channel is marked with buoys, lighted buoys, and day beacons. The primary activities on the smaller harbors are fishing and recreational boating. There are no docking facilities outside of the Portsmouth Naval Shipyard for working large ocean-going vessels. Refer to Chapter 8 for marine facilities.

AIRPORT

Boston, Massachusetts, Manchester, New Hampshire and Portland are the closest major air terminals, each approximately one hour from Kittery. Shuttle service is available to Boston and Portland from private carriers. Littlebrook Airport off Route 236 in Eliot has a 2,500-foot paved runway suitable for small planes. The Pease Development Authority located in Portsmouth, New Hampshire also provides regularly scheduled commercial air service flights for the Pease International Tradeport. The Tradeport also has a private charter service.

PARKING

There are generally very few off-street municipal parking lots in Kittery. However, parking provided at municipal buildings such as Rice Library and Taylor Building, is sometimes used by the public to shop/eat in the Foreside area. These lots serve as shared parking spaces for visitors on nights and weekends. Most public parking in the Foreside area is on-street parking, with the majority of off-street parking being private. With the recent addition of new restaurants and shops, parking demand has increased in the Foreside area. Some residents have indicated that it is difficult to park in this area during peak periods, particularly during the summer.

SUMMARY OF KEY POINTS

Parking

- There is a parking shortage in the Foreside area and along the water during the peak summer season.

Additionally, during the summer parking is limited for non-residents who want to access the water.

High demand for parking has also been indicated at access points to beaches (Sea Point) and public boat access to the harbor area. The Government Street public wharf has limited parking of approximately 5-6 spaces, with most of these typically used by local fishermen. The Traip Academy boat ramp also has very limited parking near the ramp with additional parking available at the Academy. Kittery Point Town Wharf has limited public parking.²⁵

Table 6.6 summarizes the existing municipal parking areas in Kittery along with the capacity and occupancy during peak periods.

The South Berwick Feasibility Study has recommended providing additional park-and-ride lots to serve the MPO communities and improve commuting traffic along the Route 236 Corridor. The study also recommended for using Transportation Demand Management (TDM) measures to serve the commuter shed for the Naval Shipyard in Kittery and the Pease International Tradeport in Portsmouth.

Recent parking lot projects include:

- Resurfacing of sections of the Taylor parking lot that was completed in the FY 2012-2013 and 2013-2014; and
- Reconstruction of Traip parking lot in FY 2010-2011.

²⁵ The Kittery Comprehensive Plan Update Committee. 1999 Update of the Kittery Comprehensive Plan. Adopted by Council on 3/25/2002.

Table 6.6: Existing Municipal Parking Areas in Kittery

Parking Area	Capacity	Occupancy during Peak Periods
Fort Foster	150 spaces	100% during summer months
Haley Field	54 spaces	100%*
Legion Pond	5 spaces	100%*
Memorial Field	55 spaces	100%*
Rice Avenue	30 spaces	Less than 100%*
School Lane	25 spaces	Less than 100%*
Seapoint Beach	10 spaces	100% during summer months
Shapleigh Field - parking is at the adjacent school	134 available spaces	Less than 100%*
Town Forest on Haley Road	8 spaces	Less than 100%*
Town Pier on Bellamy Lane	28 spaces	100%*
Wallingford Square downtown	12 spaces	100%

Note: *Estimated

Source: Town of Kittery

The Land Use and Development Code of Kittery lists parking standards for specific uses but it does not provide any parking standards for development in village or downtown areas.²⁶

²⁶ Town of Kittery. Title 16 Land Use and Development Code. Recodified on July 26, 2010 and latest amendment made on October 26, 2015. Page 193.

IDENTIFICATION OF PRELIMINARY ISSUES, CHALLENGES AND OPPORTUNITIES

The following is a preliminary list of issues, challenges and opportunities posed by the findings of the inventory of existing conditions of Kittery's transportation and circulation system. Please note that these are subject to change with the preparation of goals and objectives, not yet drafted (at the time the inventory was prepared).

- Traffic issue around Portsmouth Naval Shipyard;
- No public transit service;
- Lack of parking in Foreside and shoreline areas;
- Need for more bicycle facilities;
- Provide pedestrian facilities with new infrastructure projects and develop pedestrian friendly environments; and
- Develop Complete Streets policy and evaluate roadway standards for complete streets.

http://www.kitteryme.gov/Pages/KitteryME_TownCode/Title%2016%20thru%2010-26-2015.pdf

**Kittery
Comprehensive
Plan Update
2016**



Map 6.1

**ROADWAY SYSTEMS IN
KITTERY**

Functional Class

- Principal Arterial Interstate
- Principal Arterial Non-Interstate
- Minor Arterial
- Collector
- Local

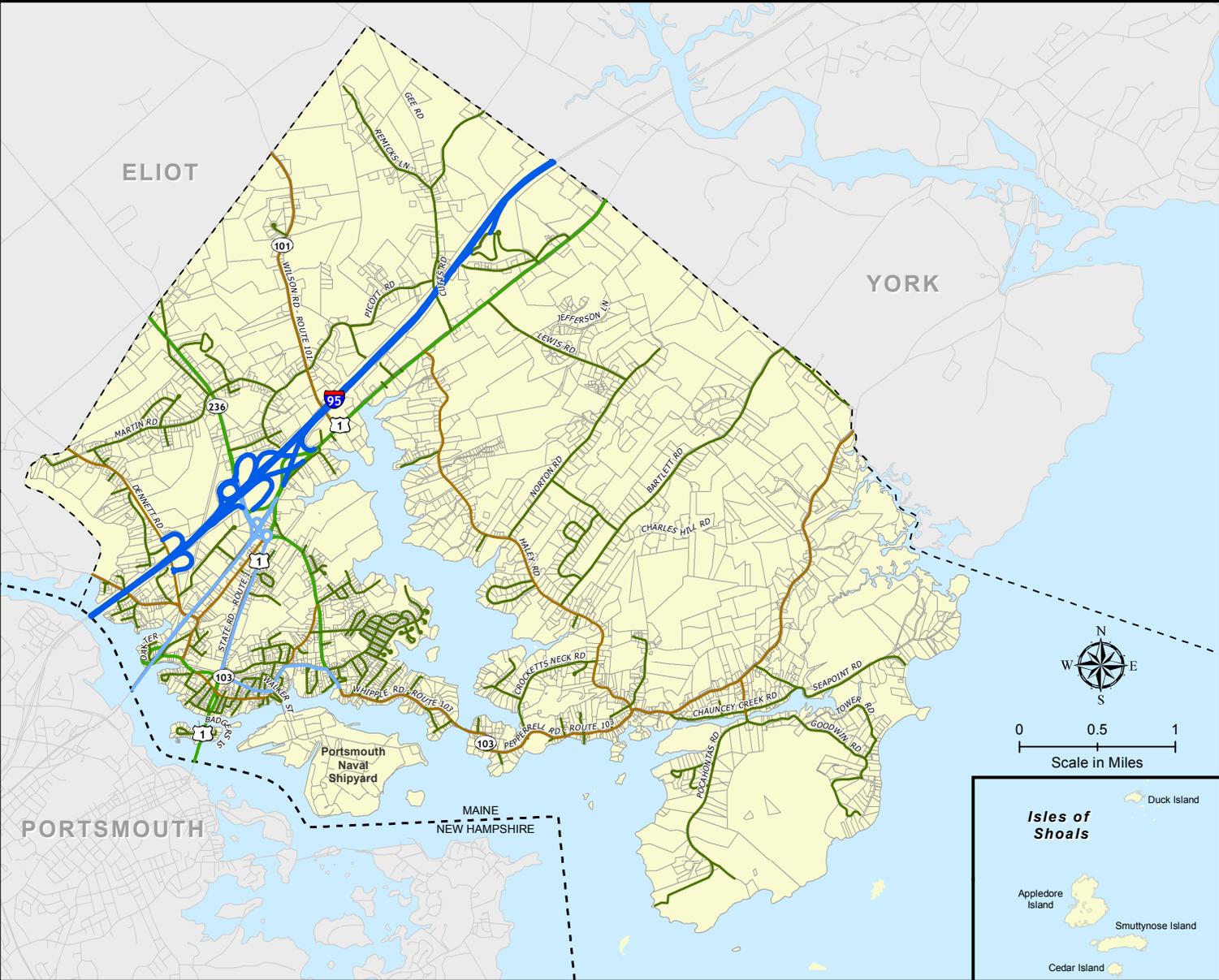


0 0.5 1
Scale in Miles



AECOM

This map is for general planning purposes only. The data used to create the map are not adequate for making legal or zoning boundary determinations or delineating natural resource areas. Exercise caution when interpreting the information on this map.



**Kittery
Comprehensive
Plan Update
2016**



Map 6.2

**EXISTING AVERAGE DAILY
TRAFFIC VOLUMES IN
KITTERY**

Traffic Volume

- 1,000-1,999
- 2,000-4,999
- 5,000-9,999
- 10,000-14,999
- 15,000-19,999
- > 20,000

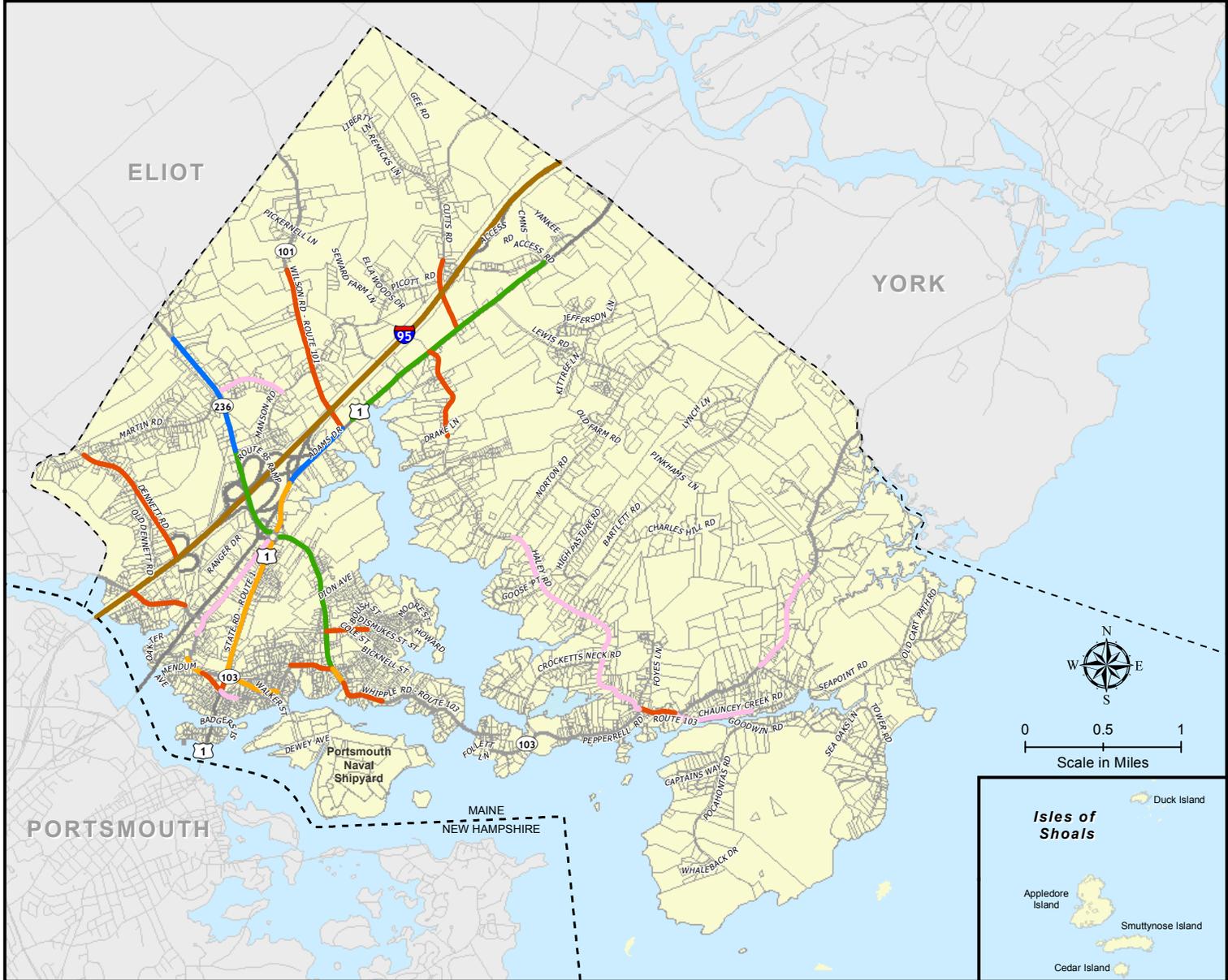


0 0.5 1
Scale in Miles



AECOM

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**Kittery
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2016**

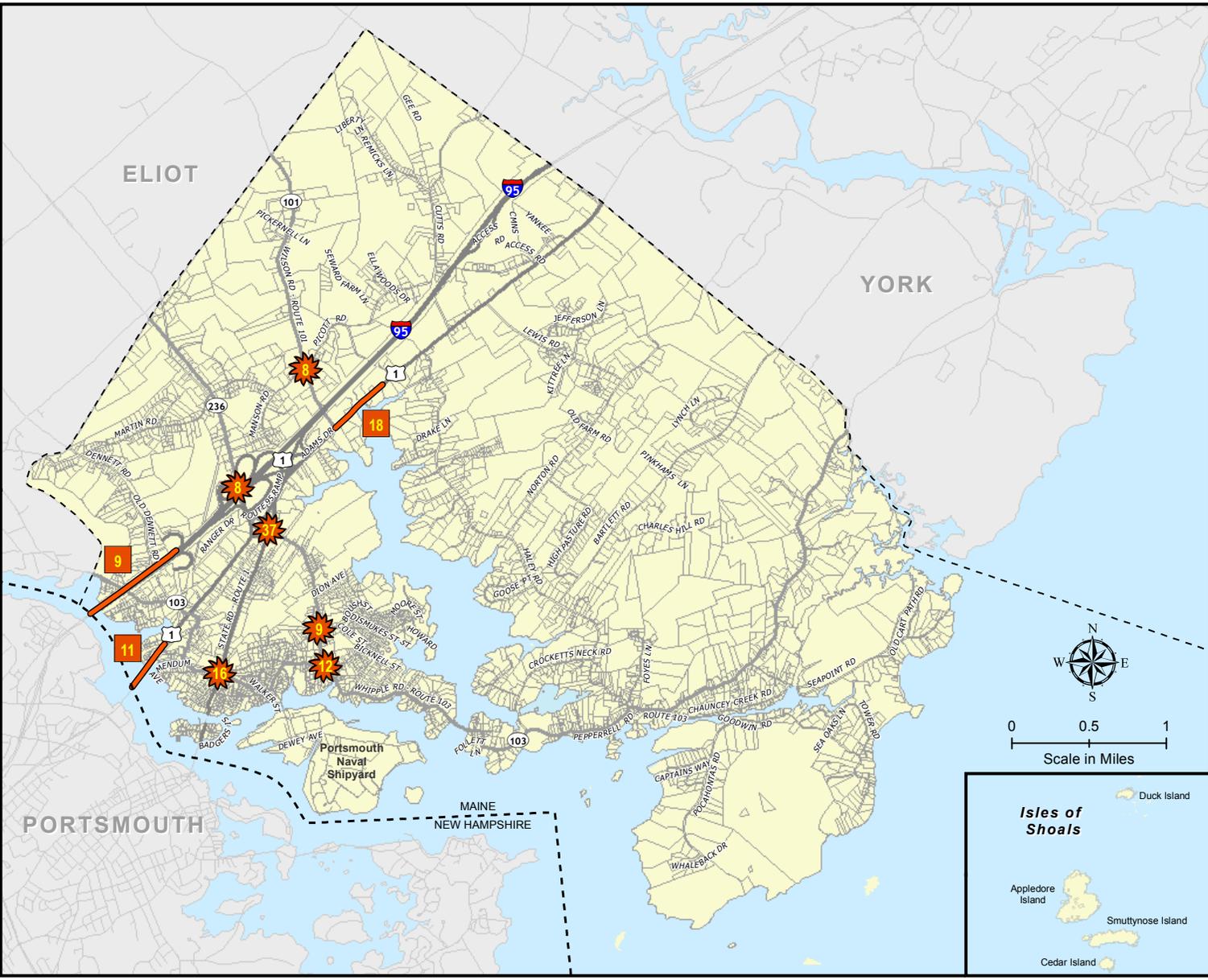


Map 6.3

**HIGH CRASH LOCATIONS
IN KITTERY**

High Crash Locations (2013-2015)

-  Intersection
(XX Number of Crashes)
-  Roadway Segment
(XX Number of Crashes)



0 0.5 1
Scale in Miles



AECOM

This map is for general planning purposes only. The data used to create the map are not adequate for making legal or zoning boundary determinations or delineating natural resource areas. Exercise caution when interpreting the information on this map.

PUBLIC FACILITIES AND SERVICES

7

CHAPTER CONTENTS

This chapter identifies and describes the public facilities and services the Town of Kittery provides to its residents and business owners.

Over the next two decades facilities and services may need to adapt to reflect the needs of the community. For example,

- Aging facilities will need to be repaired, replaced and/or upgraded.
- Existing Town services will need to be adjusted and adapted to meet various codes, changes in technology, and changes in available methods for increased efficiency.
- New services and facilities may be needed to accommodate a growing elderly population.
- Future planning of public services and facilities should be related to demographic changes as well as projected and desired development patterns.
- Predictions regarding climate change should be incorporated in planning for public services and facilities; sustainability practices should be maintained and increased.

Regional trends and facility needs will impact the way in which services are provided, the buildings which house them, as well as their capital needs, and therefore, the Town budget. Additionally, regionalizing services in some cases may help to make them more efficient and cost effective.



Kittery Town Hall

The information presented in this chapter is a compilation of a review of relevant previous studies, and documents and information posted on the web and presented in Town reports. Additionally, “leadership interviews” were conducted with key Town Staff (see end of chapter for a complete list). Site visits were also conducted.

Summary of Key Points

- The **Municipal Complex/Town Hall** building is in very good condition and has room for expansion if this were needed in the future.
- **Public meeting space** is adequate.
- Kittery’s **schools** are adequate in terms of size and condition to meet current needs as well as those in the foreseeable future. New enrollment projections are needed in order to monitor potential future changes in enrollment.
- Implementation of the **Athletic Fields** Study recommendation will help meet recreation needs.
- **Public safety** service can be improved by:
 - Joint dispatch for Police calls (pending grant) is expected to result in efficiencies.
 - There may be a need to increase the number of sworn officers to police a larger population taking into account tourists, shoppers and Shipyard employees
 - The Fire Department may need to transition to full-time professional fire fighters.
- The **Library’s** most critical decision with regard to the future is how to combine all the library’s functions into one building and whether this should be accomplished by constructing an addition to the existing historic Rice building or by creating a new facility on the site of the Kittery Community Center.
- The Kittery **Community Center** will continue its efforts to expand revenue and may need to increasingly orient future programming to the growing senior population.

Summary of Key Points (continued)

- The **Port Authority** would like to develop a Strategic Plan and to explore ways of increasing access and enjoyment of the water, and striking a better balance between tourism and fishing.
- There is a need to update the Town’s **GIS maps**.
- DPW would like to explore new technologies for **communicating with residents**
- It may be more efficient to create a **regional Resource Recovery Facility** by merging Kittery’s with that of the Town of Eliot.
- **Stormwater infrastructure** will need resources for continued maintenance and replacement of aging structures.
- The **Kittery Water District** is planning to construct a new Treatment facility while it continues to upgrade the pipes. It does not plan on expanding the system in the foreseeable future. Additional regional cooperation with surrounding towns may result in increased cost efficiencies.
- The recent expansion of the **sewer system** to the Business Park is expected to result in encouraging economic development. Also recent expansion to a mobile home community is expected to reduce septic contamination of Spruce Creek.
- The Energy Efficiency Committee is working with the Town Manager and Council on programs, policies and projects to develop **sustainable** energy practices.

For each service area, a description of the current facility and/or service is provided, followed by an assessment of the capacity to meet existing needs as well as anticipated future needs. The following Public Facilities and Services are addressed in this chapter.

MUNICIPAL ADMINISTRATIVE OFFICES & PUBLIC MEETING SPACE

Town Hall/Municipal Complex
Public Meeting Space
Communication

SCHOOLS AND EDUCATION

PUBLIC SAFETY

Fire
Police
Medical Emergency

LIBRARY

Rice Public Library
Walker Street Annex

RECREATION¹

Recreation Department/Community Center
Parks and Beaches
Public Piers²
Conservation Land/Town Forest

¹ See **Chapter 2:** Natural Resources, Open Space and Recreation for a more detailed discussion of Recreational facilities.

² See **Chapter 8:** Marine Resources for a more detailed discussion of public piers as well as other waterfront assets.

HEALTHCARE

PUBLIC WORKS

Department of Public Works Facility
Street Maintenance
Stormwater Management
Solid waste Disposal & Recycling/Resource Recovery Center

SEWER AND WASTER SERVICES

Water
Wastewater

SUSTAINABILITY MEASURES (Energy Conservation)

Power
Programs and Plans



Kittery Community Center

BACKGROUND INFORMATION

POPULATION CHARACTERISTICS

The population of Kittery has been relatively stable over past couple of decades, with a slight tendency towards declining evident since 1970. While current population projections generally assume that this trend will continue, it is possible that increasing development pressure in Portsmouth may result in more people moving to Kittery for the affordability of housing, good schools, and other amenities.

Kittery is an aging community. Between 2000 and 2014, residents age 55 to 64 increased by 65 percent, and the number of elderly residents is expected to continue to increase. This is important in terms of the number and types of services that may be needed in the future.

Despite being a tourist destination, there is not much change in the Town's population over the summer months, with the exception of foreign students who come on work visas and work in area establishments. These young people have a hard time finding housing that is affordable to them and are an important element of Kittery's seasonal economy.

Another fairly unique component of Kittery's population is the number of military families that live in or near Kittery. While many families associated with the Naval Shipyard used to live in Kittery, apparently this is becoming less frequent. It is important to consider what impacts any future changes in the uses at Shipyard may have on the need for Kittery facilities and services.

Additional population characteristics that may be of interest and importance when considering the future provision of facilities and services include the following:

- The racial and ethnic composition of Kittery closely resembles that of York County, with a majority of residents identifying as White, non-Hispanic
- The educational attainment of Kittery residents is slightly higher than that of York County.
- The number of family households in Kittery with children under the age of eighteen has declined since 2000.
- Between 2000 and 2014, average household size shrank from 2.29 persons per household to 2.16 persons per household.



OVERVIEW OF MUNICIPALLY-OWNED PROPERTIES

The properties listed below are owned and/or funded by the Town of Kittery. Please see Figure 1.1. Public Facilities and Services for their location.

Town Hall

DPW

Schools

 Mitchell Elementary School (grades K-3)

 Shapleigh School (grades 4-8)

 R.W. Traip Academy (grades 9-12)

Library³

Community Center

Public Safety (police, 2 fire stations, emergency medical)

Public Piers

Fort Foster

Recreational Facilities (fields, parks, beaches, conservation land)

Town Forest/Farm

Wastewater Treatment Plant

Resource Recovery Center

The Town also owns:

- an old school building on the corner of Curtis Island Lane and Route 103
- the lot currently used for parking in Wallingford Square (13 spaces)

³ The Library is owned by the Trustees of the Library and supported by the Town of Kittery



Wastewater Treatment Facility

TOWN ADMINISTRATION OFFICES, COMMUNICATION AND PUBLIC MEETING SPACE

Summary of Key Points

- The Town Hall is in very good condition and has room for expansion if this were needed in the future
- Public meeting space is adequate.
- The lack of a local newspaper has resulted in reliance and high usage of cable TV, social media and community bulletin boards for communication.

TOWN HALL

A majority of town administrative offices are housed in the Municipal Complex/Town Hall building, located at 200 Rogers Road, and constructed in 1998. It was built on the site of the previous Town Hall and houses the administrative offices for the Town Manager, Town Clerk, Finance, Assessing, Planning, Code, and the Harbormaster. The Police and School Departments are also housed in the Municipal Complex in adjacent spaces. The Public Works Department is located in another building directly behind the Town Hall.

The following government functions are *not* located in the Municipal Complex:

- Recreation Department
- Fire Department

- Sewer Department
- Library

The building continues to meet the needs of the staff and the public. The Town Hall building is in very good condition with the exception of the HVAC system that is in need of repair. The roof was replaced last year.

FUTURE PLANS/NEEDS

The Town Hall building was designed with room for expansion; the second floor is unfinished and could be renovated to accommodate additional needs if necessary (building code issues may need to be addressed). There may be some small growth in municipal staffing if the Town experiences an increase in the current levels of residential growth.

Human Resources is housed in the School Department. It may be more efficient for them to be housed in the Town Hall in the future.

COMMUNICATION

There are four cable TV providers in Kittery (Time Warner, Satellite Television, Xfinity, and Direct TV). The Town has its own community cable TV channel which streams key municipal meetings including Town Council, Planning Board and School Committee.

KITTERY COMPREHENSIVE PLAN: INVENTORY AND ASSESSMENT OF EXISTING CONDITIONS

In terms of internet access, Comcast is available almost everywhere and Fairpoint fiber and Fairpoint DSL are available many places throughout Town.

The lack of a local newspaper results in some difficulty with regard to communication among town residents. The following are current modes of communication:

- Cable TV, Channel 22
- Our Kittery blog
- Seacoast on-line
- Portsmouth Herald
- Town Manager’s Facebook and Twitter

A number of **Community Bulletin Boards** are located throughout the community including:

- Main Squeeze
- Golden Harvest
- Lil’s
- Beach Pea Bakery
- Banks
- Carl’s Meat Market
- David Pratt Framer
- Terra Cotta Pasta
- Fabulous Finds
- Frisbees/Enoteca Market
- Kittery Point Post Office
- Library – outside bulletin board and 2 inside bulletin boards
- Kittery Community Center

- Pine Tree Country Store

PUBLIC MEETING SPACE

There are a number of spaces available for community meetings, the largest of which is at the Traip Academy. There are some large events, such as the Maine caucuses, that Kittery cannot accommodate. Additionally, there are times when specific places are booked, but usually an alternative space is available. Public meeting space is adequate for Kittery’s needs now and in the foreseeable future.

Table 7-1: Public Meeting Spaces

Space/Location	Capacity	Comments
Shapleigh School	150 people	Gym, Caf, library
Mitchell School		Cafeteria, library
R.W. Traip Academy	Over 200 people	Auditorium Gym, Caf, library
Community Center	100 – 200 people the latter if bleachers are opened	STAR Theatre plus additional smaller spaces
Rice Library	60 people	Can accommodate more but without seating
Town Hall	75 people 20 people 12 people	Council Chambers Conference Room A Conference Room B

SCHOOLS AND EDUCATION

Summary of Key Points

- The Schools are adequate in terms of size and condition to meet current needs as well as those in the foreseeable future. Traip Academy is in need of additional repairs.
- The lack of playing fields is addressed in the Athletic Fields Study. When its recommendations are implemented, current needs will have been met.
- More current enrollment projections are needed in order to monitor potential future changes in the school population
- More internships in the community are needed for students to complete their proficiency learning experience; transportation to these internships is a challenge

Mitchell Elementary School (grades K-3)

- Located at 7 School Lane, Kittery Point

Shapleigh School (grades 4-8)

- Located at 43 Stevenson Road, Kittery
- Has walking track (only one at a school)

R.W. Traip Academy (grades 9-12)

- Located at 12 Williams Avenue, Kittery
- No outdoor athletic facilities

The School Department undertook a School Building improvements program during the years 2009-2011; it included:

- Closing and converting the Frisbee School into the Kittery Community Center
- Building additions to the Mitchell (K-3) school and the Shapleigh (4-8) schools

- Minor upgrades and renovations to the Traip Academy (grades 9-12)



Horace Mitchell Primary School

The Mitchell and Shapleigh Schools are in good shape and both have the ability to accommodate a small increase in enrollments if this were to occur. Shapleigh School has a track used for the middle and high school track and field, and for walking by all.

The Traip Academy is over 100 years old and while additions and upgrades have been made, there are a few more needed. Technology, HVAC and flooring have all been upgraded. There is a plan in place, with a yearly budget allocation for the completion

of needed upgrades. There are no capacity issues. Challenges with the school that are more difficult to address include the fact that there are no adjacent playing fields (and no seemingly easy way to provide these) and the fact that the schools reportedly lacks a “campus feel.”

The State of Maine legislates that school districts must apply proficiency-based learning⁴ as their approach to pedagogy. Reportedly, the Kittery School District is ahead of neighboring districts because they started earlier when they developed the district’s “Vision for the Future.”

Because of the layout of the Town, it is not feasible for children to walk to school, except for the few who live near the schools. Some students bike to school. The School Department contracts the bus service to an outside vendor who operates on a two-tier schedule. The older students are brought to school first, followed by the younger ones, the way it is carried out in most communities, even though it is contrary to teenagers’ biological clocks and need for sleep. It is difficult to change this schedule as doing so has other negative impacts.

⁴ Proficiency-based education refers to any system of academic instruction, assessment, grading and reporting that is based on students demonstrating mastery of the knowledge and skills they are expected to learn before they progress to the next lesson, get promoted to the next grade level or receive a diploma. The general goal of proficiency-based education is to ensure that students acquire the knowledge and skills that are deemed to be essential to success in school, higher education, careers and adult life. If students struggle to meet minimum expected standards, they receive additional instruction, practice time and academic support to help them achieve proficiency, but they do not progress in their education until expected standards are met. (from: <http://www.maine.gov/doe/proficiency/about/proficiency-based.html>)

STUDENT ENROLLMENT

As evident in Table 7-2 below, enrollment has been relatively stable over the last few years, even with some decline, which is also consistent with statewide enrollments. There are a total of 1,014 students currently enrolled in Kittery’s public schools. There is little ethnic/racial diversity: approximately 90% of the students are White, 1.5% are Asian, 2.5% African American, and 3.4% are Latino⁵.

TABLE 7-2: Student Enrollment: Years 2000-2016

YEAR	Students attending Kittery Schools ⁶	Yearly Change (%)
2000-01	1244	
2001-02	1240	-0.32
2002-03	1193	-3.79
2003-04	1167	-2.18
2004-05	1120	-4.03
2005-06	1082	-3.39
2006-07	1077	-.046
2007-08	1048	-2.69
2008-09	1001	-4.48
2009-10	971	-3.00
2010-2011	1014	+4.43
2011-12	1013	-0.10
2012-13	1082	+6.81
2013-14	1082	0
2014-15	1084	+0.18
2015-16	1063	-1.94

⁵ ME DOE

⁶ October 1st enrollments, Kittery School Superintendent’s Office

As is evident in the Table 7-3, of the three public schools in Kittery, Shapleigh School (grades 4-8) has the highest student enrollment.

TABLE 7-3: Enrollment and Capacity by School: 10/15/2015

School	Enrollment	Capacity
Mitchell School (grades K-3)	376	450
Shapleigh School (grades 4-8)	418	525
R.W. Traip Academy (grades 9-12)	269	400

Statewide Enrollment Trends⁷: After peaking in the 1970s at close to 250,000 students, public school enrollment in Maine has been declining steadily. While projections are sometimes elusive, according to the Maine Department of Education, state-wide projections are that enrollment will reach a low point in the next few years and then begin to rise again, but at a much slower pace than that of the recent decline (see Table 7-4 for comparison of student enrollment between 1998 and 2012 statewide).

TABLE 7-4: Statewide Enrollment: Declining (1998 – 2013)⁸

Year	Students in Maine public schools
1998-99	214,842
2012-13	185,767

According to the enrollment projections presented in Table 7-5, developed in 2009 (the only ones available), Kittery’s student population will increase ever so slightly in the near future. It is

⁷ Maine Department of Education, “A Snapshot of Education in Maine,” <http://maine.gov/doe/inside/snapshot.html>

⁸ m: Maine Department of Education, “A Snapshot of Education in Maine,” <http://maine.gov/doe/inside/snapshot.html>

important to note that over the last few years these estimates did not result in accurate projections and therefore, need to be updated. As is evident in Table 7-3, all three schools have the capacity to accommodate an increase in enrollment if that were to occur.

TABLE: 7-5: Kittery Student Enrollment Projections: 2016-2019⁹

School Year	Total K-2	Total 3-5	Total 6-8	Total K-8	Total 9-12	TOTAL K-12
2016-17	263	237	234	733	242	975
2017-18	263	245	226	733	245	979
2018-19	263	235	232	730	252	982

Over 90% of the Navy families attend Kittery schools and they make up about 30% of the school population (many of these students attend Kittery school for only 15-24 months because their parent(s) is assigned to repair a specific vessel at the PNSY and are stationed in Kittery for only this amount of time). Also, the number of children generated by Shipyard assignments varies dramatically depending on where the boats are originally stationed. For example, if the boat is from Groton, CT families may keep the children in the Groton school system and “commute” home on the weekends. If, on the other hand, the boat is from San Diego, the families are more likely to move to Kittery for the one or two year assignment. Having a transient and diverse student body presents its own set of opportunities and challenges.

⁹ Planning Decisions, Inc., Best Fit Model (1/26/2009)

**Table 7-6 Percent of students from military families (PNS):
February 1, 2016¹⁰**

School	Grades	Percentage of children from military families
Mitchell School	K-3	22%
Shapleigh School	4-8	18%
Traip Academy	9-12	13
Overall District	K-12	18%

Due to the age of the Shipyard enlisted individuals, most of the children from the military families tend to be younger (as is evident in Table 7-6, Mitchell School, with the youngest grades, has the highest percentage of children from the PNS). The backgrounds and incomes of the students’ families vary widely. This provides a unique opportunity for the more permanent Kittery students to become exposed to children from all over the country, thus enriching their educational experience.

The transient, short-term assignment of the students from the military families, also poses a number of challenges. The Kittery public school system necessarily serves a variety of levels and needs. There is an intensive intervention program to support students experiencing gaps in their educational experience due to the fact that they jump from school system to school system. According to the School Superintendent,¹¹ the Kittery School system performs as well, if not better than other school systems in Maine with similar demographics.

¹⁰ information provided by Superintendent of Kittery Schools

¹¹ during a Leadership Interview conducted on February 16, 2016

FUNDING¹²

Funding for education is a shared state and local responsibility. State funding to local school districts is based primarily on the Essential Programs and Services (EPS) formula. The Department of Education uses the formula to calculate the amount a district should expect to spend to provide an "adequate" education aligned with the Maine *Learning Results* academic standards, and determines the portion the state will pay based on available funds and local factors such as student enrollment and property values. Kittery is considered to be a “minimum receiver” community, that is, according to the State which bases its evaluation on the Town’s tax assessments, Kittery can support the school system through local taxpayer money (rather than through state funds). As a result Kittery only 5% of the Kittery School Department’s overall budget comes from the State, and the Town only receives 30% of approved special education funding (approximately \$600,000 of a total budget of \$16M). While this funding issue has been under review at the state level for several years, it is not anticipated that anything will change in the foreseeable future. The additional support programs that Kittery schools provide are funded through State funds for special needs, and from federal funds that follow military connected children. They also receive Federal Impact Aid (\$200,000) in lieu of the tax-exempt housing that the military families stay in.

¹² From: Maine Department of Education, “A Snapshot of Education in Maine,” <http://maine.gov/doe/inside/snapshot.html>

PRIVATE SCHOOLS AND OTHER EDUCATIONAL INSTITUTIONS IN OR NEAR KITTERY, MAINE

Approximately 90% of school-aged Kittery residents attend Kittery’s public schools. Those who do not attend Kittery public schools go to the following private and parochial schools located in Maine and New Hampshire¹³:

- Berwick Academy
- Brixham Monotessori School
- Catherine McAuley High School
- Friends of the Liberty School
- Hebron Academy
- Mission Bay Christian School
- Portsmouth Christian Academy
- Seacoast Waldorf School
- St. Mary’s Academy
- St. Patrick’s School
- St. Thomas Aquinas High School
- Seacoast Christian Academy

Sanford Vocational High School

The regional vocational high school provides an alternative to Traip Academy for Kittery students. The school provides a wide range of programs including automotive technology, building trades, computers, culinary arts, health occupations, law enforcement, among others.

Enrollment of Kittery residents at Sanford Vocational High School has been relatively low (approximately 8-10 students attended

¹³ Kittery School Superintendent’s Office

the school over the last few years). Reportedly there have been numerous reasons for the low enrollment, including the fact that commuting to the school takes 45-50 minutes each way.

The Kittery School Department recently purchased a mini-van to transport students to the Vocational High School, resulting in a shorter and more comfortable ride. Twenty (20) students have expressed interest in attending the school for the 2016-2017 academic year. If all these students are accepted in their programs and they choose to attend, the School Department will have to find an alternative transportation plan as the current van is fully utilized. Most likely an additional bus will be needed.

Kittery Adult Education

Kittery Adult Education provides lifelong learning opportunities for residents of all ages in the areas of academics, literacy, ESL and enrichment. Classes are held at the Traip Academy. Kittery Adult Education offices are located at 12 Williams Avenue.

The Town shares the Adult Education Director with the Marshwood School District (Eliot and South Berwick) that also offers their classes to Kittery residents, thereby increasing the number and type of opportunities available.

FUTURE PLANS/NEEDS

There are no significant capital needs, either for renovations or for increasing the capacity of the schools as they are all in good condition and are able to accommodate existing and any potential small increases in enrollment. Needed repairs to the

Traip Academy will be undertaken in the near future. See the Capital Improvements Plan (CIP) for details.

The lack of playing fields is addressed in the Athletic Fields Study. When its recommendations are implemented, current needs will have been met.

The School Department will undertake to produce new enrollment projections as a way of being proactive about the population it serves. Also, along with the Town, the School Department will continue to monitor any changes in the patterns of growth at the Shipyard as these may affect future school enrollments.

One of the goals of proficiency-based learning is to have every student have the experience of a community internship before they graduate. The Superintendent would like to increase opportunities for students to participate in Outreach and Service Learning in the community. VISTA volunteer services are currently exploring such opportunities in the community. Transportation for students to get to these internships is an issue. Exploring public transportation options (e.g. town shuttle) may also give high school students more flexibility in terms of getting to school and back.

Over 50% of the Town's budget is allocated to the schools. It may be useful to revisit combining the School Department and Town payroll systems.

Opportunities for regional cooperation:

The Superintendent has agreements with other school districts and sometimes places students in other districts based on their needs. Kittery School District collaborates with MSAD #35 (Marshwood School District) and York whenever possible to save money for all three school systems. The three districts communicate regularly and seek out ways to work together whenever possible and practical. An analysis of potential cost savings of becoming a combined school district concluded that it would not be more cost effective for Kittery.



Traip Academy

PUBLIC SAFETY

Summary of Key Points

- There is a pending grant for joint dispatch for public safety with four surrounding communities; the dispatch service will be located in Kittery’s Police Department. This could be expanded to more communities in the future.
- The Police Department is in the process of setting up a regional opiate addiction program that seeks to decriminalize addicts and connect them to treatment.
- There may be a need to increase the number of sworn officers for the Police Department in order to police a larger population (that takes into account the tourists, shoppers and Shipyard employees).
- The Fire Department is having difficulty recruiting volunteers for its on-call fire fighting force. It may be necessary to transition the Fire Department to full-time professional fire fighters. In the meantime, adding sleeping quarters to the central Fire Station may help recruit more volunteers and prepare for the professional staff.
- The Town will continue to use American Ambulance New England for emergency medical services.

POLICE DEPARTMENT

The Police Department is located next door to Town Hall in the Municipal Complex. It has its own separate entrance and section of the building. The facility is more than adequate to meet current as well as future needs (the second floor houses significant shell space that could be used for any needed expansion).

The Police Department has a total of twenty (20) sworn officers and is comprised of the following staff:

- 1 Police Chief
- 1 Lieutenant
- 3 Sergeants
- 12 patrol officers
- 2 detectives
- 1 school resource officer
- 1 part-time Administrative Assistant
- 6 dispatchers
- 1 part-time Animal Control

The Police Chief is retiring in June 2016, and the Town is advertising for new Chief. For three years, the towns of Kittery and Eliot shared a Police Chief through an inter-municipal agreement. Kittery will no longer be sharing Police Chief with the Town of Eliot. The new Police Chief will only work for the Town of Kittery. Additional funding will need to be allocated to a full time Chief’s salary.

According to the current Chief of Police, Kittery could use additional officers (the national average is 2 officers/ 1,000 residents). Currently Kittery has 20 sworn officers which is approximately in line with the national average. In Kittery's case however, in addition to the Town's residents, public safety is an issue for the shoppers patronizing the outlets and the tourists visiting the beaches and parks increasing the daily population of the Town, especially in the summer months. This is why the Chief supports an increase in the number of officers for the future.

CALLS FOR SERVICE

The calls for service have been fairly consistent over the last three years at approximately 15,000 calls per year. The primary categories are as follows:

Car accidents/traffic:

- Rt. 1 North (outlets) generate approximately 14% of all traffic accidents per year
 - There are approximately 3.5 million visitors to the outlets annually
- The Shipyard is the major contributor to traffic congestion
 - They already encourage carpooling and have vans that transport employees as they have parking limitations on Seavey Island (Shipyard).
 - The Police Chief has made a request to the Shipyard with regard to directing traffic and they were willing to every so often, make a 3-minute delay for those leaving from Gate 2, so as to allow the traffic to flow.
- The Shipyard has its own police services provided by the Department of Defense. However, the Kittery Police Department does respond to Shipyard calls and there is some coordination of services.
- Tourists contribute to traffic congestion seasonally
- Foreside: the recent increase in development in the Foreside district has led to an increase in traffic and parking issues
- There are seasonal increases in traffic in Fort Foster and Seapoint Beach areas.
- Peak traffic times are: 6:00AM -8:00 AM & 200PM-5:00PM; most of the congestion is created by employees of the Shipyard going to and from work
- The Maine Department of Transportation identified the top three high crash locations in Kittery as being:
 - I-95 off ramp (Exit 2) due to a blind spot
 - Rotary Circle – scheduled for reconstruction
 - Rt. 1 By-pass at the intersection with Bridge Street. Some of these accidents occur when the bridge is up and drivers are not paying attention and don't stop in time. The Sarah Long Mildred Bridge is being replaced.

Criminal activity:

- The Rt. 1 North (outlets) area generates approximately 14% of all criminal activity (in the form of shoplifting). An interesting coincidence is that the same area generates the exact same percentage (14%) of the traffic accidents in Town.
- Heroin use has been on the rise (as is the case nationwide). In 2105 there were 4 opiate-related deaths in Kittery and 20 overdoses. With only one and a half months into 2016 at the time of writing, there has already been one opiate related

death. According to the Police Chief, heroin addiction drives the majority of criminal offenses, that is, thefts, burglaries and robberies.

The Department coordinates with the School Department and provides for a School Resource Officer. The Department does not operate a traditional D.A.R.E (Drug Abuse Resistance Education) program, but instead has created a curriculum regarding making good decisions, promoting leadership and coping skills.

RESPONSE TIME

The average response time (during 2015) was 4.9 minutes.

VEHICLES

The Department has 16 vehicles in total including 1 motorcycle (plan is to dedicate as a fulltime traffic officer), 3 marked cars, and 1 supervisor's vehicle. Some of the vehicles are currently being replaced. See the Capital Improvement Plan (CIP).

JOINT DISPATCH

Currently the Kittery Police Department already conducts dispatch for public safety for the Towns of Kittery and Elliot. The Town has submitted a grant for a regional fire and police joint dispatch with the towns of Kittery, Eliot, Berwick and South Berwick. An estimated \$200,000 will be saved if regional dispatch is instituted. The Town Managers of each community will be the governing board. The Department also dispatches for

the American Ambulance Service, Kittery's medical emergency service.

PATROL ZONES

The Department provides 24-hour a day coverage with three shifts covering two geographic patrol areas. Using the natural boundary of Spruce Creek, the two zones are the "North Zone" which includes Kittery Point and the outlet area and the "South Zone" which includes the Foreside District. Additionally, there is a third "Floating Zone," using Rt. 1 as a divider, including Rt. 236 and smaller, less populated, quieter areas. Using the zones as a way of defining areas to be patrolled has reportedly increased efficiency and effectiveness. Additionally, officers and their Sergeants work as a team.

FUTURE PLANS/NEEDS

The Chief believes that the Police Department should expand over the next five years to reflect the actual daytime population of the Town (that is, in addition to residents, to account for the Shipyard employees, tourists, and shoppers). He believes that increasing from the current 20 sworn officers to a total of 30 sworn staff members would help the Department to be more proactive. As previously mentioned, this is to cope with the significant increase in population due to outlet shoppers and tourists. There is space to expand on second floor of Town Hall, if needed.

The Police Chief also believes that the Kittery Police Department dispatch could, over time, expand to provide regional dispatch services for up to 6 communities (this is two additional towns than is currently the plan). The space for expansion exists on the second floor. This increase in dispatch would generate additional revenue for Kittery.

The Police Chief is in the process of establishing an organization, *HOPE (Heroin-Opiate Prevention Effort) for the Seacoast*, to combat opiate addiction on a regional level. Together with York, ME, Portsmouth, Dover, Summers and Rochester, NH, they are in the process of developing capacity based on the Operation HOPE models of Gloucester, MA and Scarborough, ME¹⁴ that decriminalize addiction and offers treatment to those suffering from opiate addiction. They are currently training police officers and angels¹⁵ and establishing connections with treatment centers.

¹⁴ The program creates a partnership between law enforcement and treatment facilities. Dealers will still be arrested, but individuals may surrender drugs, needles or other paraphernalia at the police station without fear of arrest. From: Kelley, Michael, "Operation Hope is making an impact," Scarborough Leader, 11-13-2016.

http://leader.mainelymediallc.com/news/2015-11-13/Front_Page/Operation_HOPE_is_making_an_impact.html

¹⁵ "Angels" are individuals trained to help those suffering from addiction to find resources for treatment. The goal is to humanize individuals suffering from addition, and to help them through empathy and understanding.

FIRE DEPARTMENT

The Kittery Fire Department operates from two Fire Stations. The Walker Street Station was closed in 2007 and is now used by the emergency medical service, American Ambulance New England (AANE). The following describes each of the two currently operating stations.

GORGES ROAD FIRE STATION, KITTERY

- Built in 2007
- Has six (6) bays
- Facility
 - Full locker room and shower (separate facilities for men and women)
 - Kitchen area
 - Physical fitness space
 - Training area
 - Offices and conference room
 - SCBA room (Self contained breathing apparatus)
 - Gear storage/washing/drying
- Equipment/Apparatus
 - Ladder truck
 - 2 utility vehicles
 - heavy duty rescue
 - 2 pumpers
 - tank truck
 - Harbor Master's boat

LEWIS SQUARE STATION ON KITTERY POINT

- Built in 2007

KITTERY COMPREHENSIVE PLAN: INVENTORY AND ASSESSMENT OF EXISTING CONDITIONS

- Has three (3) bays
- Facility
 - Shower and locker facilities (only 1, no separate male/female facilities)
 - On-call addition
 - Kitchen
 - Training room
 - Office/radio room

Both stations are adequate with the exception of the fact that neither station has sleeping quarters.

STAFF

The Fire Department is fully staffed by on-call fire fighters. That is, the Department does not have any paid, full-time career fire fighters. Fire fighters are on-call and are paid only when they respond to an alarm. Currently there are 49 total fire fighters; approximately 25 of these are active. There are 44 men and three women. The Chief recently initiated a bonus program such that if a fire fighter makes 33% of the calls in a year, they will receive a \$1,000 bonus. The Chief also recently increased their pay in an attempt to keep existing fire fighters, and to attract new recruits. The Fire Department's response time is under 10 minutes, which is within public safety standards for an on-call fire department. There is no location in Kittery that is further than 5 miles from one of the stations and the Department has good working relationships with fire departments in surrounding communities.

APPARATUS

The Kittery Fire Department has an apparatus reserve account funded annually. The Fire Chief reported that all apparatus is currently adequate. Each piece of apparatus is kept for a maximum of twenty-five (25) years. Additionally, the apparatus has been organized so that there is a specific piece of apparatus for each specific function needed. This makes for a more efficient fleet



Photo by John Galla www.firenews.org

Some of Kittery's fire trucks

The Department's mutual aid system is operated by a "run card" system. When the size or type of incident requires additional resources, the scene commander may initiate the mutual aid through Kittery Dispatch.

- First alarm is Kittery apparatus and automatic mutual aid from Eliot for smoke in building or confirmed structure fire.
- Second alarm calls for assistance from Eliot, York, Portsmouth, and Portsmouth Naval Yard.
- Third alarm and above initiates assistance from other regional fire departments.

RESPONSE TIME

The average response time for the year ending on 05/31/2016 was 6 minutes and 10 seconds.

The Fire Chief has a concern regarding response time to Gerrish Island. He considers the area to be a "wildland interface" problem. Wildlife interface is where several structures are built in and around heavily wooded/forested areas with little to no water supply.

FUTURE PLANS/NEEDS

The Town is experiencing difficulty recruiting on-call fire fighters. Requirements are becoming more stringent than in the past, for

example, it takes a year to train a fire fighter. This requires a high degree of commitment from a volunteer. Additionally, the lack of affordable housing and other high living expenses is discouraging for young people considering moving to Kittery, reducing the pool of potential volunteers. The Fire Department will continue to explore creative approaches for maintaining an on-call fire department.

In the future, there will most likely be a need for career fire fighters.

As the Fire Department transitions to a career fire fighting staff, the Chief thinks that a key step is to add sleeping quarters to the Station. There is ample space on the parcel of the Main Station building to accommodate such an addition. Sleeping quarters could be beneficial during the transition for a number of reasons, including the following:

- Currently when there is a storm, fire fighters have to sleep in the truck cabs or on cots in the station.
- Southern Main Community College Fire Science Program students are given the opportunity to participate in a "live in" program where, as part of their curriculum they are housed in several fire stations in southern Maine. Kittery does not participate in this program because of the lack of sleeping quarters and the distance from South Portland. It may be worth considering this program for possible expansion of services by York County Community College in Wells, Maine.
- Fire fighters are attracted to the community spirit of a common room and sleeping quarters; many join for this sense of community.

EMERGENCY MEDICAL RESPONSE

The Town currently contracts with American Ambulance New England (AANE), a private company, to provide ambulance service for Kittery. They service Kittery and Eliot, ME from its base at 25 Walker Street in Kittery. Kittery’s Fire Chief is the Administrator.

According to Kittery Fire Chief,¹⁶ the American Ambulance has met the response times indicated in the existing contract. In addition, American Ambulance pays Kittery \$16,000 a year for dispatching services.

The Town owns the building (the former Walker Street Fire Station) that it leases to AANE for free. AANE pays for all utilities and day-to-day maintenance. The Town is responsible for more substantial upkeep of the building (for example, the Town will be replacing the boiler and repaving of the parking lot, while AANE paid for new windows, insulation, and painting of the building). In exchange for the use of the building, they do not charge the Town of Kittery for the services they provide. They also serve the Town of Eliot from this location.

Ambulance services are free to all Town employees. Town residents pay through their health insurance. In addition to Emergency Medical Services, AANE provides free blood pressure clinics, CPR classes and it maintains the 18 defibrillators, located

¹⁶from *OurKittery: News and Updates on Kittery*, <http://ourkittery.com>

throughout the Town (in all schools, athletic fields, and public buildings).

CALLS FOR SERVICE

Emergency medical service calls have reportedly been increasing due to the increase in the elderly population.

Table 7-7: Calls for EMS service

Town	Approximate Annual calls for service
Kittery	1,200
Eliot	400

Two (2) of the paramedic wagons that AANE use are housed in the Main Kittery Fire Station.

RESPONSE TIME

The average response time in 2015 was 3 minutes and 15 seconds.

FUTURE PLANS/NEEDS

In January 2016, the Kittery Town Council voted to authorize the Town Manager to execute a new four-year agreement for EMS services with American Ambulance New England (AANE), with an option for an additional four years.

The agreement will allow Kittery and Elliot to continue their joint services with AANE, which they started two years ago. Their

current contract is set to expire at the end of June. The vote also extends American Ambulance's lease agreement of the old Walker Street Fire Station to utilize for the ambulance services.

LIBRARY

Summary of Key Points

- The most critical decision facing the Library in the near future is how to combine all the library's functions into one building and whether this should be accomplished by constructing an addition to the existing historic Rice building or by creating a new facility on the site of the Kittery Community Center.

The Rice Public Library is a private nonprofit corporation. The Trustees of the Library own the Library, but 99% of their funding is from the Town. It currently occupies two buildings, both in the Foreside district, across the street from each other. Both are historic buildings.

The original library building located on Wentworth Street, was constructed in 1888, and the Taylor Annex, a former county court building was acquired in 1989 to relieve overcrowding in the Rice Building. The Rice building was renovated in 1991 and the Taylor Annex in 1989. Both are considered to be structurally sound. The Rice building is considered by many to be the most architecturally significant building in Kittery and is listed on the National Register of Historic Places.

As previously mentioned, the Town of Kittery provides the majority of operational funding for the Library. Institutional administration is under the direction of a seven-member (public) Board of Directors, while daily management of the facility and specialized staff is the responsibility of the Library Director. Additional funding comes from the Friends of the Rice Public Library, and from grants and donations from area businesses and individuals.



Rice Public Library

The library functions out of the two buildings as follows:

RICE LIBRARY BUILDING

- Non-Fiction
- Administrative functions
- 7 computers
- geneology and local Kittery history
- seating areas
- 3,000 books on CD
- reference
- young adults collection and space (will expand into reference area)
- Basement meeting/movie room
- History room/collection (4,000 items)

Only the basement is handicap accessible.

TAYLOR LIBRARY BUILDING

- Children’s room and collection (story time once a week; 40 -60 children attend; staff from the library also go to Pre-schools)
- Fiction
- DVD collection
- 5 computers
- large print collection
- art exhibits
- very limited seating
- staff room

The building is handicap accessible. A ramp runs along the side of the library.

The Rice building has an exceptionally beautiful exterior and interior and the Children’s room in the Taylor building is unusually cozy. However, the current facilities are inadequate for current and future needs. First, having library functions in two separate buildings results in inefficiencies as well as inconveniencing both patrons and staff who must continually go back and forth between the two facilities.

Secondly, overall space for current and future needs is scarce. Space is for additional books and other materials is limited and is very limited for additional computers at both buildings. Seating is extremely limited at the Taylor building.

COLLECTION

The library adds between 3,000 – 4,000 items per year to its collection and tries to weed out an equal amount.

TABLE 7-8: Rice Library Circulation (2014 – 2015)

Collection	2014	2015
Children & Young Adult borrowing	27,439	27,821
Adult: Print, audio, video	60,331	58,018

The Rice Public Library is part of the Minerva system of libraries giving it access to 60 other library collections. Twenty-five crates of books are ordered from other member libraries weekly. 23,000 items and borrowed and loaned each year.

STAFF

The library has a total of 6 FTEs (4 full time staff, 2 part time and 8 substitutes who work 2 hours at a time)

USAGE

The library is enjoyed by many residents of all ages (5,956 at last count). In 2015 a total of 88,990 items were borrowed, 515 children participated in the summer reading program, and there has been an increase in participation in children and teen programming as well as lectures and adult programs¹⁷

- Once a month there is a family movie night (approximately 60 people attend)
- Once a month there is an adult movie night (approximately 15 people attend); the Friends of the Library also show movies at retirement and nursing homes
- 2 book groups currently meet in the library

Food and drink are allowed throughout the buildings.

The Library also organizes off-site events at Fort Foster, Kittery Block Party, and and Kittery estates (for senior citizens)

LIBRARY HOURS

The library is open five days a week, including extended evening hours on two nights per week, and is closed on Mondays and Sundays.

Tuesdays 10:00 AM – 5:00 PM

Wednesdays 12:00 AM – 8:00 PM

Thursdays 12:00 AM – 8:00 PM

Fridays 10:00 AM – 5:00 PM

Saturdays 10:00 AM – 2:00 PM

FUTURE PLANS/NEEDS

SHORT TERM:

The Library Director would like to focus on the following priorities:

- Supporting early literacy (“Read 25 books by age 5).
- Community building (by participating in joint sponsorship of off-site events)
- Digitizing the library collection of photographs
- Supporting increasing elderly population
 - Delivery of books to elders that are confined to their homes
 - Demonstrations (e-books, books for the seeing impaired, computer classes) at the library and at senior housing
 - Entertainment (movies, etc.) at senior housing

¹⁷ from interview with Library Director, February 16, 2016

LONG TERM:

A Library Building Committee has been formed to study alternative locations for a consolidated library facility. They are also considering the reuse of the two buildings currently used by the library.

Two options are being considered for the future¹⁸. The clear advantages and disadvantages to both need to be carefully considered. It is important to note that the Library’s Board of Directors and Staff have a strong preference for Option 2, constructing a new building in a new location (See Appendix A).

OPTION 1: Sell Taylor Annex and renovate and expand the Rice Library building at its existing location. The site is quite large and a preliminary conceptual design developed a few years ago showed an expansion to the back of the building and a parking garage built into the slope increasing the number of parking spaces over those currently on-site by a non-trivial amount.

Some Advantages

- Will continue to provide street life and more reasons to go to the Foreside District (libraries are often in downtown locations and provide more reasons to go there)
- Is walking distance from the high school
- Will save a beautiful historically significant building functioning as originally intended

¹⁸ Based on conversation with former Town Manager Nancy Colbert Puff, at the time also a member of the Library Building Committee. December 9, 2015

- May be able to provide more parking than is currently available
- Could result in a stunning building of contrasting historical and modern architectural features like some famous libraries

Some Disadvantages

- Will have to alter some of the original building (especially the back wall which will be the where the addition will necessarily be connected to the old building)
- May be expensive to make the whole building handicap accessible (i.e. installation of elevator)
- The two parts of the building, new and old, will probably not flow perfectly
- The current zoning does not allow for an expansion of the Rice or the Taylor buildings. This also poses constraints on what a potential buyer could do with the building(s), thus reducing their value.

OPTION 2: Sell both the Taylor Annex and the Rice Library building and relocate as a new facility to the Community Center parcel, adding 30 additional parking spaces to the existing Community Center parking area.

Some Advantages

- May be close to potential patrons as they frequent the Community Center
- May make collaboration on events with the Community Center/Recreation Department easier/more frequent
- Can design a modern building to meet specific needs
- Will have access to outdoor space

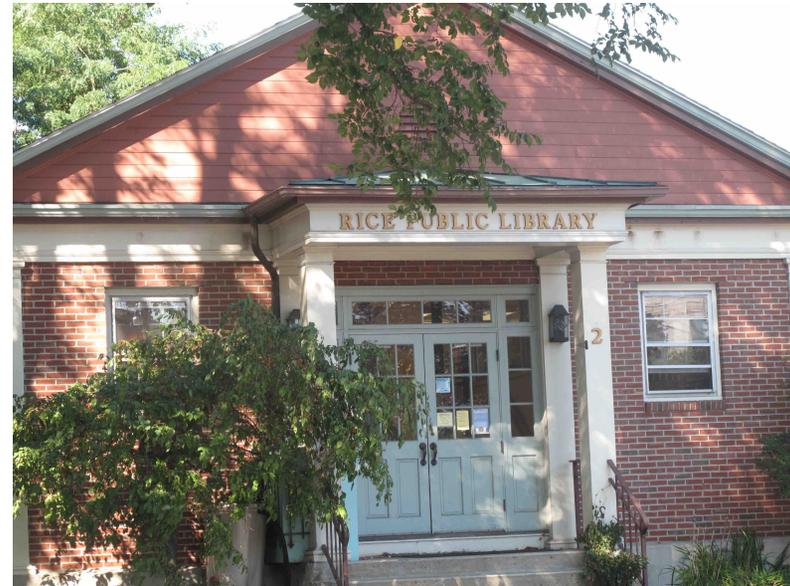
- Will be easy to make entire building handicap accessible
- Leaves the Rice building available for reuse. One idea being discussed is to convert it to a Maritime Museum to be run by the Kittery Naval and Historical Society with the Portsmouth Navy Yard lending their artifacts for exhibits (this would counterbalance the negative impact leaving the Foreside area would have on the town center feeling), but cannot guarantee that this would happen
- Would be a net zero building (run on solar power)
- Developer(s) has expressed interest in demolishing Taylor Annex building and building a Bed and Breakfast on the site (to house those coming to work at the Shipyard for short, but extended periods of time)

Some Disadvantages

- Leaves the Rice Building vulnerable to destruction of its historic architecture
- Leaving the Foreside area may impact the district negatively as it makes it less of a destination at a time when it is striving to become more of one
- May not have enough parking
- May take over parts of the Community Center's parcel currently allocated to needed athletic fields
- Building a new building directly in front of the Community Center may have a negative visual impact on the KCC
- Demolition of the Taylor Building
- Currently the library contributes to the street life of the Foreside District in a number of ways, including by being in two buildings in the town center, participating in the June Block Party, etc.
- May add to traffic congestion on Rogers Road

- Would have to be more deliberate about not duplicating programming with the Community Center

Additionally, since the Library receives 95% of its funding from the Town, it may make sense to consider making it a Town entity in the future.



Taylor Library Annex

RECREATION

Summary of Key Points

- The Kittery Community Center will be renovating the Annex and reorganizing uses in the near future.
- Future programming may need to be more oriented to an increasing senior population and may include Adult Day Care and a full-time staff dedicated to senior programming.
- An increase in demand for pre-school services is expected.
- The Center is continuing efforts at expanding revenue-generating activities so as to increase its financial independence.
- The recently completed Athletic Fields Plan identifies the need for \$20 million worth of improvements and additional facilities.
- The Port Authority would like to develop a Strategic Plan and to explore ways of increasing access and enjoyment of the water including through kayaking, sailing, and a water taxi service to Portsmouth.

Kittery offers a variety of opportunities for recreation, a number of which are municipally-owned, while significant open space/recreational areas are also state and federal properties. Management of the Town-owned facilities is shared by the Recreation Department, the Department of Public Works, the

School Department, Kittery Conservation Commission and the Kittery Port Authority. For a more detailed inventory and assessment of the Town's Recreational Facilities, please see: **Chapter 2: Natural Resources, Water, Agricultural and Forest Resources, and Open Space and Recreation.**



Fort McClary State Park

KITTERY COMMUNITY CENTER (KCC)

The newly renovated, former Frisbee Elementary School is run as a Community Center by the Recreation Department. The Center, located at 120 Rogers Road, is four years old and has become a significant hub for Kittery residents of all ages (“toddler to over one hundred years old”). Approximately 250 people use the Center every day.

The original building was built in 1940. The facility has been converted to a modern 63,000 square foot Community Center (including the Annex) that includes a full size gymnasium, a full theater, Community Room, Fitness Room, and smaller meeting rooms, a commercial kitchen and other spaces and amenities that are all available for rent. People rent these for wedding receptions, birthday parties, business conferences and other events.

Unfortunately due to a series of HVAC failures and ice dams, the building has experienced five floods in three years. The HVAC system has been replaced. Hopefully the need for repair and cleanup due to flooding has been reduced.

HOURS OF OPERATION

The Center’s hours of operation are as follows:

Monday – Friday 6:00 AM – 9:00 PM
Saturday 8:00 AM – 4:00 PM
Sunday 12:00 PM – 4:00 PM

Hours are more limited during the summer months.



Kittery Community Center

PROGRAMMING

As previously mentioned, the Kittery Community Center (KCC) has a wide range of programs for all ages; these include:

STAR Theatre is used for live theater performances, dance recitals, wedding receptions, lectures, trainings, workshops and movies). It seats 171 for a performance setting (accommodated by retractable bleachers) or 100 if seated at tables and chairs.

Preschool. The Preschool provides a nature based learning environment for children ages 2-5 in three classrooms (2years, 3 years and Pre-K). The adjacent outdoor space (“Forest

Classroom”) is critical to this program. The Indoor classrooms are where more structured learning occurs.

After School Program. There are two after school classrooms run by four S.A.F.E. (Safe Alternatives for Enrichment) counselors.

Summer Camps. The Community Center offers summer camps per week or for the entire summer for various grade levels.

Fitness. There is a fitness room and fitness and wellness classes which require membership to use. There is no charge for Kittery residents to use the walking track and gymnasium.

Seniors. Kittery does not have a Council on Aging. The Community Center provides activities and opportunities for socializing for Kittery’s senior citizens, including breakfasts, lunches, lectures, bingo, and field trips. KCC also provides flu clinics. The Center’s 2 mini coaches are used for over 55 field trips. Seniors also use the gymnasium for playing pickle ball among other activities.

The Senior housing complexes have their own programming (luncheons, lectures, etc.) so the Center has to strike a balance in order to be well attended cannot be too much duplication.

Although there is not a Kittery Council on Aging, York County Community Action Corporation (YCCAC) partners with Southern Maine Agency on Aging to provide services to Kittery residents. They provide referrals, information and health screening at assisted living and other elderly housing complexes. Other partners include York District Public Health Council and York Hospital.

TRANSPORTATION

As mentioned above the Community Center has 2 vans used for field trips for seniors and also for others (of any age) that have signed up for a particular program. The Center also owns a small bus. The KCC vans are currently underutilized. The Center is in the midst of discussions with Fair Tide (homeless shelter) regarding the need/feasibility of a town shuttle.

York Hospital provides free transportation to those needing a ride to one of their healthcare facilities.

OUTDOOR SPACE AND ATHLETIC FIELDS

The KCC is on 12 acres of land and is adjacent to Rogers Park, conservation land that abuts Spruce Creek. The preschool and afterschool programs use Rogers Park extensively. There are one baseball and two soccer fields on the site, and Arts in the Park (concerts) are held on the lawn. Summer programs also use the fields and playground.

The Recreation Department is responsible for the scheduling of all athletic fields in Kittery and the two pavilions at Fort Foster.

REVENUE

The number of members at KCC is continually increasing resulting in yearly increases in revenues. The Center is currently 70% self-supporting; the General Manager expects this trend to increase, with the goal of becoming 100% self-supporting in the future.

The programs that provide the most income to the KCC are the summer daycare/pre-school program. The Center generates additional income through memberships and rental of spaces and other facilities. Additionally, for any art displayed in the Morgan Gallery that is sold KCC receives a 30% commission.

STAFF

The following staff manages the Center and offers the programming.

The Kittery Community Center is run by the Director of the Recreation Department who is also the General Manager. Additional administrative staff include: an Assistant Director, Recreation Supervisor and Sports Coordinator.

Preschool and afterschool programs are run by the teachers of the respective programs.

- Eyes of the World Discovery Discover Center (pre-school program): 10 teachers



- S.A.F.E. Afterschool Program: 4 counselors

Support Staff (1), Reception (4) and Custodial staff (4)

FUTURE PLANS/NEEDS

The KCC will be renovating the entire Annex (which is currently occupied by renters and Head Start). The plan is to:

- Relocate the S.A.F.E. afterschool program to the Annex so that it is separate and more protected/safer
- Create a studio for Cable Channel 91 with facilities to work with high school students.

As the population of Kittery ages, the General Manager of the Community Center¹⁹ believes that in the future there may be a need for Adult Day Care. It may be desirable for families to have to have pre-school, after school and elder day care all in the same facility, that is, at the Community Center.

Additionally, the Center may need to do more for the active senior population (babyboomers). This may require a full-time position dedicated to programming for seniors. Activities will also need to be adapted to the expectations of this generation of seniors which differ from those of the previous generation(s).

The General Manager also expects there to be an increase in the demand for preschool services, extending care to even younger

¹⁹ from an interview on February 16, 2016

children (two additional rooms, one baby room and one for one-year olds).

As previously mentioned, the Community Center is currently 70% self-sufficient. Efforts to increase financial independence will continue. Additional capacity exists for generating income by renting out space for more weddings/large events, greater utilization of the theatre, and finding a way to maximize use of the banquet room and commercial kitchen. Additionally, the buses are underutilized. The General Manager of KCC is of the opinion that a Grant Writer will be needed in the future to help fund the increasing programming.

The playground needs updating and needs to be redone.

PARKS AND BEACHES AND CONSERVATION LAND

There are a number of parks, beaches and conservation areas enjoyed by Kittery residents and visitors to the Town. The most significant are listed below. See **Chapter 2: Natural Resources, Open Space and Recreation** for a more complete discussion and map of these areas.

FORT FOSTER

Fort Foster is a 94-acre town-owned park located on Gerrish Island. It is open from Memorial Day to Labor Day and weekends in May through September and the gates open from 10:00 AM to 8:00 PM or dusk, whichever comes first. Both residents and non-residents enjoy the park’s amenities that include a 675-foot pier (built in 1942), ball field, playground, restroom facilities, picnic and barbeque areas, and designated areas for swimming, scuba, windsurfing and kayaking.

Additionally, the park has two pavilions for rental (private parties, weddings, etc.). The “Big Pavilion” can accommodate an event of up to 100 people, while the “Small Pavilion” can accommodate up to 50.

Fees: The Town charges the following for use of the park:

- \$10/vehicle
- \$5/adult and \$1/child (arriving by foot or on bicycle)
- \$100/tour bus
- \$50/school bus with students
- \$20.00 Residents season pass
- \$60.00 Non-resident season pass
- \$50/day for use of the Small Pavilion
- \$100/day for use of the Big Pavilion



Seapoint Beach

SEAPOINT AND CRESCENT BEACHES

These beaches are approximately 4.5 acres and are located off Seapoint Road. Activities include swimming, jogging, fishing, dog walking, and sunbathing. Approximately 30,000 people enjoy these beaches annually.

ATHLETIC FIELDS

Kittery has the following athletic fields, maintained by the Department of Public Works:

- Memorial Field (5.25 acres, located on Old Post Road, used for football and baseball; mainly used by the High School and Little League)
- Shapleigh Field (5.98 acre field used by the Shapleigh School, Traip Academy, Little League and residents for a variety of activities including track and field events, soccer, field hockey)
- Hailey Field, located at 6 Litchfield Road
- Emery Field, located at 2 Cole Street



Town Forest/Town Farm. A 72-acre forest located at 77 Haley Road, managed by the Kittery Conservation Commission and used mostly for trail walking and cross country skiing.

Eagle Point, Spruce Creek. A 25-acre parcel accessed by Phelps Street off Philbrick Avenue is primarily used for passive recreation.

Rogers Park. Rogers Park is a 23-acre park, located at the end of Dion Avenue. It is used primarily for trail walking and dog walking and is managed by the Conservation Commission.

NON-TOWN OWNED RECREATIONAL FACILITIES

Fort McClary (state): picnic areas, historic features, trails

Rachel Carson National Wildlife Refuge (federal): wooded area, walking trails

John Paul Jones. The State is in the process of transferring ownership of this park to the Town.

FUTURE PLANS/NEEDS

The recently completed *Athletic Fields Study* identifies the need for additional fields and estimates an approximate \$20 million worth of expenses associated with meeting these needs. Please see **Chapter 2: Natural Resources, Open Space and Recreation** for a

more complete discussion of future plans and needs for parks, beaches and conservation lands.

PUBLIC PIERS

The Kittery Port Authority is a semi-autonomous Board that manages and maintains the Town’s waterfront assets. The Authority is independent by statute, but Town Council approves their budget. The Port Authority (a seven member board appointed by Town Council) hires and manages the Harbor Master, who is a Town employee.

The Port Authority is responsible for enforcement (Harbor Master writes tickets to boaters breaking rules), and is expected to respond to emergencies (e.g. boaters in distress, medical emergencies). There are many entities that have varied degrees of jurisdiction in the Harbor (these include the State of New Hampshire Marine Authority, Coast Guard, City of Portsmouth, Kittery Harbor Master, Maine DEP, US Army Corps of Engineers, Navy). This can reportedly be a challenge when coordination amongst these entities is needed.

Anything below the highest annual tide (HAT), that is mainly piers and moors, is in the jurisdiction of the Port Authority. Buildings on piers are also the jurisdiction of the KPA. The Authority manages 575 moorings (the majority of which are at Pepperrell Cove), maintains a waiting list, and collects fees (\$150 per year for boats 25’ or less; boats over 25’ are charged \$6 per foot) for these.

Pepperrell Cove is the Port Authority’s main asset. The Town-owned waterfront facilities are as follows:

- Pepperrell Cove: Frisbee Pier and one other pier
 - Harbormaster's office
 - Approximately 400 moorings
- Government Street Pier (also known as Town Pier): off Government Street, Foreside
- Pier at Traip Academy (day fishermen and little motor boats are the primary users; they park in the school parking lot). It is also used by back channel mooring holders to tie dingys.
- Back Channel (in back of Kittery Point Yacht Yard) moorings
- Isle of Shoals (moorings)

Fishermen reportedly have adequate dock space and storage for their equipment.

For a more detailed inventory and assessment of the Town's Marine Facilities, please see: **Chapter 8: Marine Resources.**

FUTURE PLANS/NEEDS

Other than Kittery's, there are only three other Port Authorities in the state of Maine. A committee has formed to review the advantages and disadvantages of having the Kittery Port Authority continue to operate as a semi-autonomous entity. Portsmouth regulates the large ships, but there is an anchorage near Fort McClary located in Kittery water that would need oversight if the KPA was no longer regulating Kittery waters.



The Port Authority is exploring the possibility of establishing an enterprise fund process to give the Authority more budgetary independence.

The Chair of the Port Authority would like to undertake the development of a Strategic Plan that articulates a vision for the future and outlines the action steps for achieving the goals.

Additionally, the Port Authority Chair is interested in exploring a number of ideas including the following:

- Developing a place for kayaks (public) and small boats (the challenge for finding an appropriate location is parking). KPA or the Town of Kittery could enter into an agreement with Frisbee's Holdings for access to additional parking.

- The Pier at Fort Foster is owned by the State, but managed by the Town – could be an opportunity for kayaking
- Developing a place to teach children to sail
- Establishing a water taxi service at the downtown dock (Government Street Pier, Foreside) between Kittery and Portsmouth.
 - The challenge would be parking (one way this could be addressed is to have people park on the Portsmouth side). This could encourage additional commercial activity in the Foreside district.
 - Currently the pier is primarily being used by 28 commercial fishermen who use it to load and unload their traps, bait, fuel and lobsters. There is no ramp.
 - Also, the Government Street Pier could be better connected to the Foreside district.
- Striking a better balance between tourism and fishing (currently ground fishing is not economically feasible due to regulations)
- Better coordination between the various entities that monitor harbor activities.

HEALTHCARE

Summary of Key Points

- Kittery residents have access to a wide range of quality health care services, including walk-in clinic, outpatient laboratory testing, physical therapy and mental health care provided by a number of providers.
- Additionally, York hospital provides free transportation to residents needing a ride to one of their healthcare facilities.
- The Town also subsidizes a number of non-profit agencies that provide specific services.

While there is not an inpatient hospital located in Kittery, Kittery residents have access to a wide range of healthcare resources. If they need inpatient care they can go to York Hospital in nearby York.

The following health care facilities are located in Kittery:

York Hospital, located at 35 Walker Street, in Kittery offers the following health care services:

- Walk-in Care (open 7 days a week)
- Outpatient Laboratory Testing
- X-ray services
- Family Practice for all age groups

Kittery Physical Therapy and Kittery Oncology are located at 75 US Route 1 Bypass in Kittery.

York Hospital provides free transportation to those needing a ride to one of their healthcare facilities.

Patients needing in-patient care can go to York Hospital, a general medical/surgical hospital with 79 beds, located in York, ME

Maine Behavioral Healthcare, located at 453 U.S. Route 1 in Kittery, provides outpatient or partial hospitalization mental health services to youth with serious emotional disturbance, adults with serious mental illness, persons with mental health and substance abuse disorders, and forensic clients.

Durgin Pines, located at 9 Lewis Road in Kittery, provides long-term care and rehabilitation services. They are affiliated with local physicians and healthcare organizations and offer 26 beds for rehabilitation and 55 rooms for long term care residents. They also offer a 16-child pre-school that provides an intergenerational program for patients and residents.

NON-PROFIT AGENCIES

Additionally, each year the Town considers requests for funding from non-profit agencies, with the intent of supporting services received by members of the Kittery community. The following agencies are in the proposed budget²⁰ (for a total of between approximately \$12,000 - \$14,000):

- Fair Tide (housing for homeless, thrift store)
- Aids Response-Seacoast (provides education, direct assistance and advocacy for persons and communities affected by HIV/AIDS)
- American Red Cross (helping people prevent, prepare for and recover from community emergencies and large scale disasters - natural or human-caused).
- Caring Unlimited, Inc. (hotline, emergency shelter for victims of domestic violence, transitional housing, children's services)
- York County Community Action (support to low-income pregnant women and new mothers)
- Home Health Visiting Nurses (provide home healthcare with local and nurses, therapists, social workers and home health aides).
- South Maine Area Agency on Aging (Meals on Wheels, Wellness, and other services to support older adults and adults with disabilities.
- Cross Roads House (food, shelter, and support for homeless women and children)
- Kids Free to Grow (Child Abuse Prevention)
- Maine 4H Foundation (grants and scholarships to youth)

²⁰ Town of Kittery Budget, Fiscal Year 2017, Community Agencies, page 49

DEPARTMENT OF PUBLIC WORKS

Summary of Key Points

- It may be more efficient to merge Kittery’s Resource Recovery Facility with that of Eliot’s, creating a regional facility.
- Stormwater infrastructure improvements will require additional resources in the future
- There is a need to update the Town’s GIS maps.
- DPW would like to explore new technologies used by other communities to communicate with residents

DEPARTMENT OF PUBLIC WORKS (DPW)

The Department of Public Works operates out of several facilities. It is responsible for the maintenance of the Town’s roads, stormwater infrastructure, parks, recreation fields, and 23 cemeteries as well as the maintenance of the Town’s solid waste disposal and recycling (at the Towns Resource Recovery Facility). The Department is responsible for snow removal on all Town roads, although the School Department plows school roads.

DPW is responsible for mowing and maintaining the Town’s traffic islands, athletic fields (Memorial, Shapleigh, Hailey, and Emery), and to provide support to the Conservation Commission’s volunteers for the management of the Town Forest, Town Farm and Rogers Park. DPW is also responsible for staffing and maintaining the 94-acres at Fort Foster, including the 575-foot Town pier, 2 pavilions (scheduled through the Recreation

Department), 2 restroom facilities, and gatehouse. During the months that the park is open, DPW has a maintenance person on duty all day. The gatehouse is also staffed. See the discussion regarding Fort Foster under “Recreation” for more details.

PAVEMENT MANAGEMENT

A Pavement Management Inventory was completed in 2014 and will soon be entered into a web-based program. This includes an inventory of Kittery’s sidewalks, however, their condition is not documented. The most up-to-date Sidewalks Conditions Report is 17 years old, so it cannot be considered relevant.

TREE INVENTORY

DPW maintains a Tree Inventory. The inventory, which was conducted in 1994, lists street trees and other publically-owned shade trees in Kittery. Data pertaining to species, location, maintenance needs, etc. was collected in order to develop a comprehensive urban forestry management plan. There is no street tree program per se.

FACILITY

The Public Works garage is located behind the Municipal Complex. It includes a total of 17-bays across four buildings. The building that serves as the Department’s administrative center as well as main storage of equipment are in good condition and adequate for current needs, with space for expansion if needed.

VEHICLES

All vehicles are stored inside, each with its own bay. This means that if more vehicles were purchased in the future, there is some room for them to be stored inside as they could be stored in between the existing vehicles if needed.

In the long term, the Department may need one more truck and also maybe a bucket truck for tree trimming (this vehicle could be stored outdoors).

The Department also has small garages at Memorial Field and Shapleigh Field, several retired truck trailers and the old Town Barn used for storage. The garage at Memorial Field is used as the Parks departments shop throughout the summer and stores the parks equipment. The garage at Shapleigh Field is for more storage and the irrigation system. The old Town Barn is off of Rice Ave and Water St., it is used by the Harbor Master for storage.

STAFF

The Department has 17 year-round employees and 7 summer employees. It is reportedly difficult to find staffing for the summer positions because while the other beach communities can hire college students out of school for the summer, Fort Foster has a longer season which college students cannot cover (its open from Memorial Day to Labor Day and only weekends in May and September).

FUTURE PLANS/NEEDS

DPW would like to have the Town's GIS system updated and to make the parcel mapping data consistent with aerial imagery. The Town's GIS website is hosted by Woodard and Curran, an engineering firm. The Town has a limited maintenance contract with them. Additional ways to achieve the goal of updating the maps may be explored.

If there is significant development in the future, there may be a need for additional staff and/or vehicles. Some time ago, the Commissioner of Public Works made a recommendation to Town Council that for every ten (10) additional miles of road that the Town accepts, the Department of Public Works will be allocated one additional staff member and one additional vehicle. This could also occur if the Town was asked to take responsibility for roads currently under State control.

An updated Sidewalk conditions report would be helpful in supporting future efforts to improve walkability in Town.

It may also be useful to bring the Tree Inventory up to date.

Looking to the future, the Department would like to consider integrating more technology into the way it operates. Some examples include:

- York has a computerized communication system that connects residents, commissioners and other town officials that makes enforcement easier. It has in place a computer/web-based interface that allows residents to connect to town officials (to their computer or devise) with a logged inquiry regarding specific

issues. The system provides for easier and quicker responses and better opportunities for follow up.

- Portsmouth has a “click and fix” application that allows residents to report needs from the app on their cell phone.

SOLID WASTE DISPOSAL AND RECYCLING

Solid waste disposal is under the direction of the Commissioner of Public Works and is operated at the Town’s Resource Recovery Facility. The Facility, located on a twenty-two acre site off Route 236 and Mackenzie Road, includes a transfer station for material solid wastes (MSW’s), a recycling center and a licensed demolition debris disposal site. Solid waste is transported from the site to EcoMaine, located in Portland, Maine.

The Resource Recovery Facility is comprised of the following:

- Bailer Building: recycling of paper, cardboard, aluminum, plastics
- Licensed compost area, landfill and hazardous waste facility
- 2 Freebie Barn buildings run by volunteers for the recycling of household items given free to residents

South Berwick currently brings their paper for recycling, an income generator for Kittery.

The facilities are adequate for current needs and the facility has room for future expansion if needed.

FUTURE PLANS/NEEDS

The Department plans to continue to encourage residents and businesses to recycle and to upgrade the Town’s recycling facilities as necessary.

According to Stormwater Coordinator, the main trash building is in need of a roof over the trash trailer to reduce the amount of unpermitted, leachate reaching ground water in the grassy knoll. A holding tank, or other such containment system, will also be required to capture leachate. Additionally, the corrugated metal building at the Resource Recovery Facility is rusting and old, in need of replacement/repair.

The Solid Waste Facility processes a wide range of materials including:

- Demolition Debris (e.g. waste lumber, asphalt shingles, gypsum wallboard, tires, residential ashes, mattresses)
- MSW Recyclables (e.g. corrugated cardboard, newspapers, magazines, telephone books, mixed paper, glass, aluminum cans, tin/steel cans, plastics)
- Recovered Demolition Materials (e.g. lumber including energy recovery, leaves/yard waste compost, brush and chips, inert bricks, metal, batteries, brass, copper, waste oil and antifreeze, log wood)

As is evident in Table 7-9, the amount of materials processed at the Facility over the past five years has remained relatively stable. Also, the percentage of type of material relative to the total (e.g. demolition debris as percent of total) has also remained relatively the same.

**Table 7- 9: Kittery Solid Waste Facility:
Materials in Tons (2011-2015)**

MATERIALS	2011	2012	2013	2014	2015
Municipal Solid Waste (MSW)	2,307 (44%)	2,307 (47%)	2,142 (44%)	1,966 (46.2%)	1,996 (49%)
Demolition Debris	1,102 (20.5%)	863 (16.6%)	822 (14.5%)	698 (16.4%)	665 (12.3%)
TOTAL MSW & Demo Debris	3,409 (65.5%)	3,170 (64%)	2,964 (60%)	2,664 (62.7%)	2,661 (61%)
MSW Recyclables	1,127 (22%)	1,193 (23%)	1,273 (26%)	1,105 (26%)	1,239 (26.5%)
Demo Recoverables	624 (12.5%)	585 (13%)	635 (13.5%)	478 (11.2%)	615 (12.5%)
TOTAL MSW Recyclables & Demo Recoverables	1,751 34.%	1,778 (36%)	1,908 (40%)	1,583 (37.3%)	1,854 (39%)
TOTAL All MSW & Demo	5,160 (100%)	4,948 (100%)	4,872 (100%)	4,247 (100%)	4,515 (100%)

The Transfer Stations of Kittery and Eliot, respectively, are four miles apart. It may be desirable to specialize in the type(s) of processing or consider merging into one regional facility. In the case of a merger, this may require additional staff due to the fact that there would be an increase in the amount of materials being recycled (staff could be from Kittery and/or Eliot).

STORMWATER MANAGEMENT

The Department of Public Works recently completed an Inventory of some of the Town’s stormwater infrastructure and has determined that it is generally in “very good” condition. Kittery does not have any combined sewer overflows²¹.

The Town’s Stormwater Coordinator is also the Project Manager for the 319 Clean Water Grant and responsible for monitoring contaminated areas. Bacterial sources of pollution have been identified in Admiralty Village and other areas in the Spruce Creek Watershed. Clam flats have been closed since 2005. The Portsmouth Pierce Island Wastewater facility needs to be updated before the clam flats can be re-opened. Some parts of the Creek have seen improvement.

The towns of Berwick, South Berwick, Eliot, Kittery and York, Maine are subject to the General Permit for the Discharge of Stormwater from Small Municipal Separate Storm Sewer Systems (MS4s) which was issued by the Maine Department of Environmental Protection (DEP) on July 1, 2013. Because the permit is a Clean Water Act-based Maine Pollution Discharge Elimination System (MEPDES) permit, it is limited to a duration of five (5) years, and therefore expires on June 30, 2018²².

²¹ Combined sewer systems are wastewater collection systems designed to carry sanitary sewage (consisting of domestic, commercial, and industrial wastewater) and stormwater in a single piping system to a treatment facility.

²² *Stormwater Program Management Plan for York County MS4s*, Submitted to Maine DEP: December 2013.

The Town has been a regulated MS4 community²³ since 2003. Communities are regulated under this program when and if they are identified as having “Urbanized Areas²⁴” in their municipal boundary. Once a community becomes regulated by the General Permit, only the Urbanized Area portions of the Town are regulated. In 2003, when the towns of Berwick, South Berwick, Eliot and Kittery became regulated, they decided to work together in implementing the requirements of the General Permit as a cost saving measure.

Each of the three General Permits that have been issued have required that the towns develop, implement, and enforce a 5-year Stormwater Program Management Plan ("Plan") to coincide with

²³Municipal Separate Storm Sewer System General Permit authorizes the direct discharge of stormwater from a regulated small municipal separate storm sewer system (“MS4”) to a MS4 or waters of the State other than groundwater, provided that the MS4 is located in an Urbanized Area as determined by the inclusive sum of the 2000 and 2010 Decennial Census by the Bureau of Census. The MS4 general permits describe permit coverage and limitations, definitions, authorization and notice requirements, stormwater program management plan requirements, and standard conditions for municipalities, transportation MS4s and state federally-owned MS4s. (Maine Department of Environmental Protection, 7/01/2013).

²⁴ An Urbanized Area is a US Census-defined term, requiring a population density of 1,000 people per square mile, within a Central Place. Central Places consist of an accumulation of 50,000 in adjacent census blocks that each have the density of 1,000 people per square mile. The Greater Portsmouth Area is a Central Place, and the towns of Berwick, South Berwick, Eliot and Kittery have had Urbanized Areas within their municipal boundaries since the first General Permit was issued in Maine in 2003

the term of the General Permit. This Plan is effectively a revision of the prior Plan, updated to reflect the new General Permit requirements. The General Permit stipulates that the Town will “reduce or eliminate polluted Stormwater runoff to the Maximum Extent Practicable.”²⁵

GOALS (MINIMUM CONTROL MEASURES)

The 2013-2018 Stormwater Management Plan outlines six minimum control measures (MCMs) for the York County cluster of MS4s. Kittery is on track for meeting the requirements of the DEP approved plan.

Additionally, the Town must define appropriate Best Management Practices (BMP), designate a person(s) responsible for each BMP, define a timeline for implementation of each BMP, and define measurable goals for each BMP. Kittery has designated the Stormwater Coordinator to be responsible for implementing each Best Management Practice.

The following describes the York County Stormwater System (MS4) six major goals or minimum control measures²⁶:

1. Public education and outreach on stormwater impacts : among other efforts, the Towns are cooperating on the preparation of a Statewide Public Awareness Plan to raise awareness of

²⁵ The term means available and feasible considering cost, existing technology, and logistics based on the overall purpose of the project.

²⁶ **Stormwater Program Management Plan for York County MS4s,** Submitted to Maine DEP: December 2013.

stormwater issues such as the path stormwater runoff takes, sources of stormwater pollution and the impact of that polluted stormwater runoff on the community.

2. Public involvement and participation: The York County MS4s will annually host/conduct or participate in at least one public event (either jointly or individually) such as storm drain stenciling, stream clean-up, household hazardous waste collection day, volunteer monitoring, neighborhood educational events with a pollution prevention, water quality or environmental theme, conservation commission outreach program, Urban Impaired Stream outreach program, or adopt a storm drain or local stream program. The target audience will be adults living in the Urbanized Area of the Towns.

3. Illicit discharge detection and elimination: Each of the towns created a watershed-based maps of their MS4 infrastructure. Annually by June 30 each year, the towns will update either the GIS systems or the paper copies of the maps to reflect new infrastructure and changes to the infrastructure.

4. Construction site stormwater runoff control: Implement and enforce a program to reduce pollutants in any stormwater runoff to the regulated small MS4 from construction activities that result in a land disturbance of greater than or equal to one acre.

5. Post-construction stormwater management in new development and redevelopment: During the previous permit cycle, the town of Kittery passed a Post Construction Discharge Ordinance. The town will continue to implement these ordinances.

6. Pollution prevention/good housekeeping for municipal operations: During the previous permit cycle, Kittery developed an inventory of all municipal operations conducted in, on, or associated with facilities, buildings, golf courses, cemeteries, parks and open space that have the potential to cause or contribute to stormwater or surface water pollution. The town will review the inventories and update them if necessary to include any new properties that have the potential to cause or contribute to stormwater or surface water pollution.

FUTURE PLANS/NEEDS

Future needs include the continued maintenance of stormwater infrastructure and the replacement of aging infrastructure.

The Department will continue to implement the 2014 Watershed Management Plan for Spruce Creek.

Kittery is now in its third permit cycle; each cycle last for five years. Reportedly, each permit cycle is accompanied by more requirements. The Department expects that the 2018 cycle (the next one) will require more sampling, mapping of septic systems and inspections. As a result, more staff time and other resources will be needed. The Town is considering making the Shoreland Resource Office a full time position split between DPW and code enforcement.

The Department would like to explore becoming a “Stormwater Utility” in order to fund future improvements. This would apply a user fee designating a tax for a specific use and would be based on the percentage of impervious cover. Reportedly there are six

towns in Maine that use this mechanism to fund their Stormwater infrastructure improvements. The first step would be to conduct a Stormwater Utility Feasibility Study.

WATER AND SEWER SERVICES

Summary of Key Points

- Both the Kittery Water District and the Town sewer system derive a significant portion of their usage and revenues from the Shipyard. If the status of the Shipyard were to change in the future resulting in a drop in usage, this could result in a significant shifting of costs for available capacity to the other users of these systems. This does not seem to be an issue in the near future.
- Kittery Water District is planning to construct a new Treatment Facility while it continues to upgrade the pipes. Additional regional cooperation with surrounding towns may result in increased cost-efficiencies.
- The recent expansion of the sewer system to the Business Park is expected to result in encouraging economic development
- It may be beneficial to explore the creation of a municipal Tri-generation Plant to provide power (heat, steam and hot water). This may be attractive to potential users of the Business Park

WATER

The Kittery Water District system dates back to 1907. The original waterworks facilities were constructed to supply water to the Portsmouth Naval Shipyard (PNS).

Today the Town of Kittery’s water supply continues to be provided by the Kittery Water District (KWD) a quasi-municipal corporation, which supplies water to Kittery, as well as parts of York and Eilot. The District also continues to supply the Portsmouth Naval Shipyard, the largest water customer in Kittery.

ADMINISTRATIVE OFFICES

The District’s administrative office building, located on Rt. 1 (17 State Road, Kittery), is reportedly adequate. The building houses accounting staff, superintendent's office, trustee's conference room, technical services department, garage and vehicle maintenance facility, foreman's office and meter testing shop. A yard area for storage of piping, valves, earth materials and other materials is located near the administrative building. The site has sufficient space to meet the District's needs. The District has rented a portion of its unused office space to an outside entity.

Due to the building’s location, developers have occasionally expressed an interest in redeveloping the site (retail/mixed use, housing). The only way that the Water District could afford to do this would be if rather than the developer buying the property, if instead they built a new facility for the Water District to relocate to. This seems like it could possibly work at some time, however, it is not an easy transaction to make workable for both parties.

WATER SUPPLY

The Kittery Water District draws water from the Bell Marsh Reservoir and three ponds in York (Middle Pond, Folly Pond, and Boutler Pond). The Water District's water treatment facilities were constructed in 1959 and have a capacity of 4.6 million gallons per day (GPD). The District currently pumps an average of 2.5 million gallons per day (GPD), with peak winter demand of 4.6 million gallons per day (GPD), therefore, there is significant additional capacity.

As previously mentioned, the Portsmouth Naval Shipyard (PNS) is the District's largest user. The Shipyard has its own water supply storage and distribution system owned and operated by the U.S. Navy. The Kittery Water District supplies water to the Navy Yard through two metered connections, located at Gate 1 and Gate 2 of the Shipyard.

According to the **Water System Master Plan**, the Portsmouth Naval Shipyard has experienced a significant reduction in water-use since the mid-1990's. Prior to 1994, water-use at the PNS averaged 62% to 73% of the total KWD average- day demands. A water conservation program that began in 1993, dramatically lowered daily usage at the base. According to the KWD Superintendent, in 2015 the Shipyard accounted for 37% of Kittery Water District water usage overall. As a result the District has had to increase its rates.

WATER QUALITY

The Kittery Water District relies on surface water sources that must be protected from contamination. The Town of York has established a Watershed Protection District that provides protection for the reservoir and three ponds. The District owns 2500 acres of undeveloped forested property to protect its sources from contamination. Passive recreation is allowed on the District's property with restrictions; no bodily contact with the water is allowed.

SERVICE AREA/DISTRIBUTION SYSTEM

The Kittery Water District currently serves approximately 70% of the Town's residents and approximately 95% of the businesses in town. All of the older built-up area of Kittery is connected to the public water system as is the Route One Corridor to the York town line. The water system extends eastward to serve Kittery Point, some of Gerrish Island and the Brave Boat Harbor Road. Water service also is available along the Haley Road and most of the streets connecting to it. Seasonal water service is available on the easterly side of Gerrish Island and all of Cutts Island. An over ground water main is activated for 6 months of the year.

West of the Turnpike, public water service is available in the Eliot Road, Dennett Road, and Martin Road areas as well as along Route 236. Water service is also available in the Stevenson/Manson Road area. A water main extends to portions of Picott Road and out the Cutts Road to the Betty Welch Road and Remick's Lane.

Public water service is generally not available in the Wilson Road area west of the Turnpike and in the Norton, Bartlett, Miller, Lewis Roads area north of Spruce Creek.

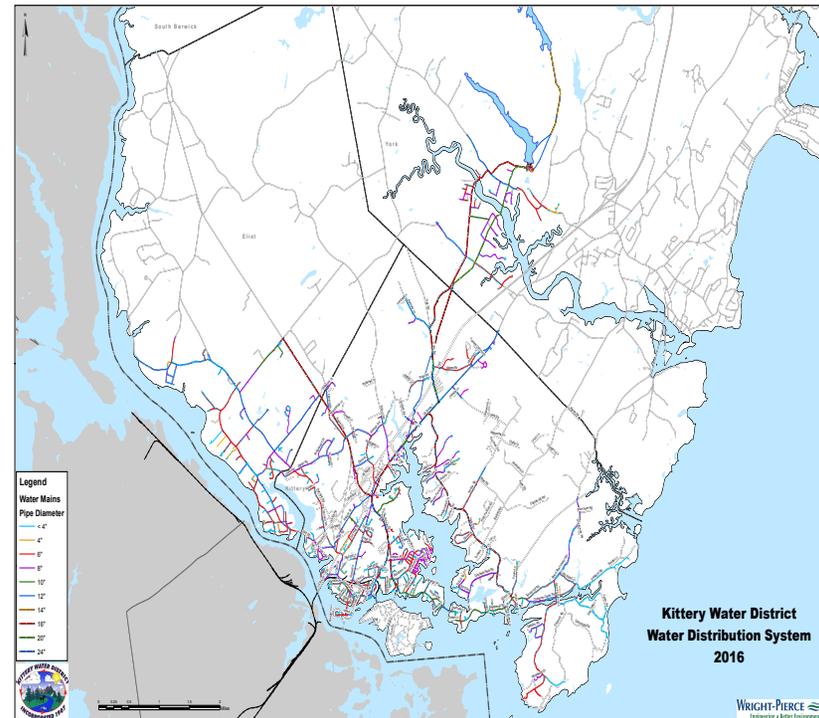
The distribution system consists of approximately 96 miles of water mains. According to the Water District's Superintendent most mains are adequately sized, with the exception of approximately 20% that should be increased in size.

The District last updated its Master Plan in 2010. Since 1999 the District has expanded its service area very little. Almost all of the system's expansion has been undertaken by developers. The District's mission is to replace and upgrade the existing 96 miles of water mains rather than expand into new territory. They would like their piping system to be reliable, free of leaks, and able to provide clean and safe potable water to their consumers.

The District has adequate treatment and pumping capacity to meet additional demand. However, there are no planned extensions of the water supply system because the District does not have adequate revenue to pay for this. Usually the extension of water mains are funded is by a developer or other entity requesting the extension; they pay the full cost of the project. A developer has expressed interest in extending the system to the Kittery Business Park sometime during 2016.

FUNDING

The water system is financed through user fees. Residents and business owners are charged user fees for access to water according to their actual water usage. The rate per 100 cubic feet



Water Distribution System

decreases as usage increases. Commercial, multi-family residential, and industrial users with large meters pay slightly lower rates for the initial quarterly minimum usage, but have a higher minimum threshold. The Town of Kittery does not fund infrastructure improvements to the system. The Water District increased its rates by 10% in January of 2016. Kittery is still in the bottom lowest cost water districts in the State.²⁷

The KWD does not plan on extending any new mains themselves. The lack of any other way of funding the extension of the water system makes it difficult to guide growth through the expansion of the water system.

FUTURE PLANS/NEEDS

The Kittery Water System Master Plan (2010) lists three main goals for the future²⁸:

- Water Treatment Facility - The District's Francis L. Hatch Water Treatment Facility is over 50 years old and reaching the end of its useful life. Significant investment in the existing facility over the past 20 years has modernized the facility sufficiently to extend its life for another 10 years. It is not possible to access components located within the concrete without disrupting service. The District has plans already drawn up for a new plant, and the Superintendent hopes to have the new plant to be constructed at the same location (28 New Boston Road,

²⁷ from interview with Mike Rogers, Water District Superintendent, February 24, 2016

²⁸ from *Kittery Water System Master Plan*, 2010

York) completed by 2021. The Water District is currently working on a financing plan (considering municipal bonds, asking for Department of Defense contributions, among other mechanisms).

- Water Withdrawal Management - Regulation of water withdrawals from surface water supplies will be implemented in the State of Maine over the next 10-year planning period. Determination of the withdrawal capacity of the District's reservoir system during this period will define the size of the treatment facility upgrade needed to meet the needs of the system.
- Portsmouth Naval Shipyard - The long-term viability of this important customer remains a question in the local economy. The District intends to monitor and observe water-use at the facility over the next 10-years.

The Master Plan also recommends that the Water District focus on ways to integrate community growth and planning objectives with the water system. Since the remaining developable land in both Kittery and surrounding service communities is primarily zoned for residential development, a future water-use projection will consider moderate growth in non-residential water-use. The existing plant has the capacity to accommodate this potential increase in water consumption.

Additionally, the District will continue its annual investment of approximately \$0.5 million towards upgrades, repairs and improvements to the system, primarily in the form of pipe

replacements, increasing the size of piping and focusing on water quality.

The relocation of the Kittery Water District administrative offices continues to be an open question.

REGIONAL COOPERATION

The Water District will continue to work cooperatively with the Town of York to assure that there are reasonable management provisions in place for the watersheds of Bell Marsh Reservoir and other ponds that serve as the District's supply to assure that the water quality of these sources is maintained.

According to the Water Supply Master Plan, the York Water District and Kittery Water District have held informal discussions over the last several years regarding the consolidation of their water supplies. Each District retains a separate and distinct reservoir system located in the Town of York. The close proximity of these sources of supply to each other, the contiguous watershed protection and public ownership of land surrounding the reservoirs, and surplus supply yield in the Kittery reservoir system, make the potential for local cooperation between the two utilities possible.

The South Berwick Water District (SBWD) is currently considering securing property to develop additional well supplies to increase the future supply capacity to meet projected demands. As an alternative to developing new sources, the SBWD has considered the potential economics of an interconnection with the Kittery

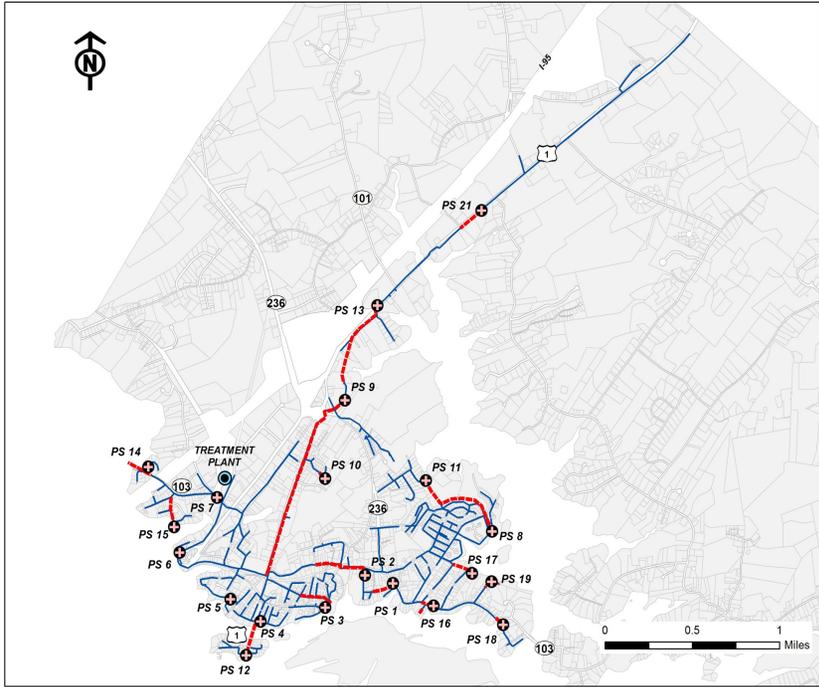
Water District from an avoided cost perspective. Recently, the two Districts' conducted an informal study to determine the relative magnitude of costs required to construct an interconnection between the two utilities along US Route 236. The technical requirements for this interconnection have been documented.

WASTEWATER TREATMENT DEPARTMENT

The Municipal Sewage Treatment Plant is located on Dennett Road. The Plant discharges into the Piscataqua River. Sewage treatment is provided to 30% of Kittery residents and most of the town's businesses. This includes the Foreside, the Admiralty Village area, Route One and the Eliot Road area. The Route One commercial strip from Ox Point Drive north to the York line is also serviced.

Kittery Point and most of the eastern part of the Town are not sewered; they are instead on subsurface wastewater disposal systems (septic).

The Wastewater Treatment Plant is in the process of completing implementation of a 30-year plan. It is expected that the last phase of the master plan action items will be finished by June 2016. The Plant and its related infrastructure are all in good condition as they have been upgraded over the last few years. The entire facility is heated by local Maine renewable energy (in the form of wood pellets) which feeds the plant's boilers.



Existing Sewer System

The system, which has a replacement value of \$100 million, is comprised of the following infrastructure components:

- Wastewater Treatment Facility (2.4 MGD)
- Pumping Stations (24 total)
- Buried Sewer Pipes (33 miles)
- 2,000 Sewer Connections for Kittery, Portsmouth Naval Shipyard, and Eliot

As evident in Table 7-10, the system has additional capacity for expansion. Additionally, over the last decade or so, the Department has worked diligently on reducing its Infiltration and Inflow to the system which has reportedly resulted in significantly increasing the system’s capacity. Infiltration/Inflow (I/I) causes dilution in sanitary sewers. Dilution of sewage decreases the efficiency of treatment, and may cause sewage volumes to exceed design capacity.

TABLE 7-10: Wastewater Treatment Plant: Licensed capacity as compared to Actual Usage (GPD): 2016

Licensed Capacity GPD (gallons per day)	Actual Usage GPD (gallons per day)
2.4 million GPD	1.2 million GPD

The Business Industrial Park was recently connected to the municipal system. The location of the park, directly off of the Interstate highway (95), combined with the newly connected sewer service is expected to attract large users. Some potential users may be waiting for water service to be made available to this area of Town before they consider a move to the Business Park. There is discussion of the possibility of a large developer extending water service into the Business Park sometime during the year of 2016²⁹.

The extension of the sewer system to the northwest of Interstate 95 is expected to:

²⁹ According to the Superintendent of the Kittery Sewer System

- Facilitate economic development (Business Park & Route 236)
- Provide sewer to properties with land unsuitable for septic systems
- Increase tax revenue through increased property values

The sewer system was also recently expanded to a mobile home community where the septic systems were responsible for the contamination of Spruce Creek. This was affecting shellfish and at times the water quality at the Town’s beaches. The residents in this area will be required to tie in to the municipal system. The Town requirements for hook up are as follows:

“Owners of all houses, buildings or properties used for human occupancy, employment, recreation, or other purposes requiring the disposal of sewage situated within the Town and abutting on any street, alley or right-of-way in which there is located a public sanitary sewer of the Town, are required at their expense to install suitable toilet facilities therein, and to connect such facilities directly with the proper public sewer ... provided that said public sewer is within one hundred (100) feet of the property line as measured along any public way.” (Kittery Town Code, Title 13.1.1.11).

For larger developments, the Town’s requirements are as follows: *“Connection to public sewer is required for a commercial or industrial development or a residential subdivision, where public sewer, within an abutting public way, is within one thousand (1,000) feet of the property line as measured along said public way. In such an event the developer shall connect to public sewer per the town’s Superintendent of Sewer Services (SSS) specifications and in accordance with Title 13. The developer shall provide written*

certification to the Planning Board from the SSS that the proposed addition to public sewer is within the capacity of the collection and wastewater treatment system.” (Kittery Town Code, Title 16.8.7)

The Department’s customer with the highest flow is the Naval Shipyard. They have their own system for the approximately 6,000 people working there, but they pump their untreated wastewater into Kittery’s municipal system. They pay Kittery \$1 million annually for this service. Additionally, the Navy funds the sewer fees incurred by their housing in Admiralty Village.

STAFF

The Sewer Department has the following staff:

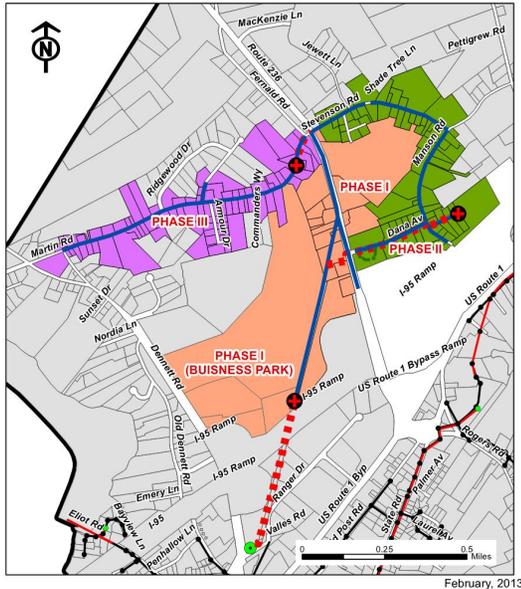
- Superintendent
- Chief Operator
- 3 Operators
- 1 Laboratory Technician
- 1 Maintenance technician



SEWER EXPANSION PLAN

LEGEND

- Treatment Plant
- Existing Pump Stations
- Existing Sewer Manholes
- Force Main
- Existing Gravity Sewer
- FUTURE SEWER PHASES**
- PHASE I
- PHASE II
- PHASE III
- PARCELS
- Future Pump Station
- Future Force Main
- Future Gravity Sewer
- Future Low Pressure



The Town also has a “betterment fee” procedure within the Town Code that allows the Town Council to assess property owners that benefit from a sewer extension for up to half of the cost of the project. The system includes a provision for the payment of a “Special Sewer Entrance Permit Fee” of \$2,500 if a user that has not paid a betterment fee connects to a sewer funded through this method.

The Treatment Plant itself has undergone a number of upgrades in the last 12 years, the most recent of these was completed in August, 2015. The incorporation of new technologies has resulted in decreasing electricity bills.

The Plant processes (by centrifuge) the sludge generated by the wastewater treatment process and sells it to a company that mixes it with woodchips and turn it into soil for land and soil enrichment (compost). Kittery pays to have the sludge hauled away.

FUNDING

The municipal system is funded through an enterprise fund, user fees pay for the service. These are in the process of being increased. The enterprise account is its own budget. It is self-supporting without any financial support from the general fund. Capital needs have been supported through bonds paid by assessments, impact and user fees, and funded depreciation. Current contracts also oblige the Shipyard and the Town of Eliot to pay for a portion of the Wastewater Treatment Facilities capital costs. The Town of Kittery cannot use money from the account for other purposes.

FUTURE PLANS/NEEDS

According to the Superintendent of Sewer Services,³⁰ new technologies are being developed that will make it economically feasible to provide sewage treatment to Kittery Point and the rural areas of Town in the future. Currently it is too difficult (and expensive) to provide this service (due to the large amount of ledge and swamp in these areas). It is expected that low-pressure pumping systems continue to be improved.

³⁰ as discussed in an interview on February 12, 2016

Alternatively, the Town could charge for installing a small treatment facility(s) in areas that are difficult to connect to the existing municipal system.

The Wastewater Department recently completed a study and will present a proposed rate increase to Town Council within the next year.

It is expected that large users attracted to the Business Park will also generate income for the Wastewater Treatment Department.

The Department plans to continue to upgrade and maintain the system.

Something else to possibly explore in the future is the possibility of having a pump station on the water. It would need to be monitored, but it may be a better way to process the wastewater from ships in the harbor. Currently, these ships empty their sewage onto a barge which then brings it to Portsmouth for treatment.

In the future it may be desirable to explore ways of reusing gray water for household use. Currently it is apparently not cost-effective.

The Superintendent proposes that in the future, the land owned by the Town Wastewater Department that is adjacent to the Plant could be used for a Tri-generation plant to provide power (heat, steam and hot water). The Town would own this and generate energy for the Business Park. It would also be able to supply natural gas, both attracting new businesses to Kittery and simultaneously generating revenue for the Town. The

Superintendent believes that in this way, the Town could provide utilities at rates that would be competitive with those charged in the state of New Hampshire. CMP (Central Maine Power) is apparently in favor of exploring this concept.

SUSTAINABILITY MEASURES (ENERGY EFFICIENCY)

Kittery has made significant strides in an effort to be mindful of the future of its environment. The following are some examples of the sustainability measures and activities the Town has been involved with.

POWER

THREE-PHASED POWER

Three-phased electric power is a common method of alternating current electric power generation, transmission, and distribution. It is a type of polyphase system. It is commonly used to power large motors and other heavy loads. A three-phase system can often be more economical than a single-phase because it uses less conductor material to transmit electrical power³¹. The Portsmouth Naval Shipyard uses three-phase power.

³¹ from Wikipedia, https://en.wikipedia.org/wiki/Three-phase_electric_power

ELECTRICITY AND FUEL

Currently, Central Maine Power (CMP) is the principal electricity provider for Kittery residents.

Seventy-five percent (75%) of the Town relies on fuel oil for heating, while another 10+% rely on natural gas or propane. Multiple providers are available with costs varying based on market changes, seasonal and promotional offers.

Manufacturers are exempt from paying 95% of the sales tax on fuel and/or electricity used in their manufacturing operations.

WIND TURBINE

In 2007 a 50-kilowatt wind turbine was installed (funded by the Maine Renewable Resources fund). The electricity produced by the wind turbine is sufficient to offset all of the electricity used at the transfer station and about one-quarter of electricity used at Shapleigh Middle School. Under Maine's "net annual metering" legislation, all of the electricity produced by the wind turbine over the course of a year can be subtracted from overall electricity use at the two facilities.

PROGRAMS AND PLANS

GREEN ALLIANCE PROGRAM

Kittery encourages businesses to consider more eco-friendly choices in their manufacturing procedures and the goods and

services they use through the Green Alliance Program.³² Their mission is as follows:

"To increase the profits of businesses that are having the least impact on the environment and to encourage more sustainable business practices through "Business-to-Business" mentoring and strength in partnership. To educate and influence the public to consider the goods and services they use in their own communities and to encourage more sustainable choices."



solar panels

KITTERY'S ENERGY EFFICIENCY COMMITTEE

The Energy Efficiency Committee is a town-sanctioned committee that works to reduce Kittery's energy use and promote conservation in the schools and the community. It is charged with

³² <http://www.greenalliance.biz/about-us>

advising the Town Manager and Council on energy programs, projects, and policies, which through conservation and alternative energy use, work to achieve a reduction in Kittery’s reliance on fossil fuels. KEAC, an outgrowth of a smaller Town Council energy committee, allows wider community involvement and reflects growing community interest in energy conservation issues.

Committee’s Goal: Reduce energy consumption and develop more sustainable energy practices in the Town of Kittery.

Objectives: Develop and recommend alternative energy and conservation guidelines, policies, programs, and projects that will assist the Town of Kittery in developing sustainable practices and reducing energy consumption in accordance with the US. Mayors Climate Protection Agreement, adopted by the Town Council on January 28, 2008, other State and Federal energy programs, and related initiatives.

FUTURE PLANS/NEEDS

Kittery’s Energy Efficiency Committee has the following goals:

Policy changes/ordinances

- Building energy efficiency standards
- Ordinances to allow for residential/commercial/municipal wind, solar no idling policy (including signs at bridges)

Reducing Energy Use/Costs

- School energy use inventory
- Biofuels
- Improved recycling

Education (public awareness and school programs)

- Website, updated community awareness, education on energy issues
- School based curriculum – Clean Air Zone, MEEP
- School garden
- No idling: schools, bridges and localities
- Regular column in Kittery Quarterly
- Safe routes to school grant money, sidewalks, walking/biking programs

Consumers

- Fuel cooperative (oil, biofuels, wood)
- Wholesale pass electric cooperative
- Green electricity
- CFL program
- Home energy audits

Innovations/renewables

- Solar/geothermal for fire station
- Wind for Mitchell School
- Support for wind turbine at transfer station
- Tidal at Crocket Neck, Chauncey Creek, Thompson at Spruce Creek
- Solar for schools (\$ available for this)
- Wholesale pass thru electric as new system

Transportation

- Municipal vehicles fuel efficiency, no idling, biodiesel
- School buses, efficiency, biofuels, cleaner tailpipes, efficient

routes

- Safe routes to school, walking, biking
- Electric car (and related charging station)

Miscellaneous: Organics for landscaping, no pesticides

IDENTIFICATION OF PRELIMINARY ISSUES, CHALLENGES AND OPPORTUNITIES

The following is a preliminary list of issues, challenges and opportunities posed by the findings of the inventory of existing conditions of Kittery's public facilities and services. Please note that these are subject to change with the preparation of goals and objectives, not yet drafted (at the time the inventory was prepared).

- The population of Kittery has been relatively stable over past couple of decades. While current population projections generally assume that this trend will continue, it is possible that increasing development pressure in Portsmouth may result in more people moving to Kittery for the affordability of housing, good schools, and other amenities. This potential increase in population could impact the demand on public facilities and services.
- The Town Hall is in very good condition and has room for expansion if this were needed in the future.
- The lack of a local newspaper has resulted in reliance and high usage of cable TV, social media and community bulletin

boards for communication. There may be a need to strengthen the means of communication.

- The Schools are adequate in terms of size and condition to meet current needs as well as those in the foreseeable future as they have some capacity to accommodate any potential increases in enrollment (as long as they were not significant). More current enrollment projections are needed in order to monitor potential future changes in the school population.
- Public transportation options could help provide flexibility to high school students in their effort to participate in internships as well as in getting to and from school.
- Joint dispatch for public safety could be expanded to more communities in the future. There is room for expansion on the second floor of the Kittery Police Department.
- The Police Department's participation in a new regional opiate addiction program will decriminalize addicts and connect them to treatment. This should result in a decrease in crime as reportedly much of the criminal activity is related to drug activity.
- There may be a need to increase the number of sworn officers for the Police Department in order to police a larger population (that takes into account the tourists, shoppers and Shipyard employees).

- It may be necessary to transition the Fire Department to full-time professional fire fighters. In the meantime, adding sleeping quarters to the Fire Station may help recruit more volunteers and prepare for the professional staff.
- The library's most critical decision with regard to the future is how to combine all the library's functions into one building and whether this should be accomplished by building an addition to the existing historic Rice building or by constructing a completely new building on the site of the Kittery Community Center.
- Future programming at the Community Center may need to be more oriented to an increasing senior population and may include Adult Day Care and a full-time staff dedicated to senior programming.
- The Community Center is continuing efforts at expanding revenue-generating activities so as increase its financial independence. An increase in demand for pre-school and other services is expected, making this feasible.
- The recently completed Athletic Fields Plan identifies the need for \$20 million worth of improvements and additional facilities. Financing these will be a challenge.
- The Port Authority would like to develop a Strategic Plan and to explore ways of increasing access and enjoyment of the water including through kayaking, sailing, and a water taxi service to Portsmouth.
- There may be some duplication of effort between the School Department (especially pre- and after-school programs) and those offered by the Community Center. Looking forward, these programs should be evaluated as to their efficiency and as to whether or not they are duplicating efforts or providing a differentiated service (e.g. to a different population, etc.). The same should be done for the programs offered by the Library.
- It is important to work cooperatively with the Sewer Department and Kittery Water District to ensure that the provision of water and sewer services do not create undesirable development in the rural areas.
- Both the Water District and the sewer system derive a significant portion of their usage and revenues from the Shipyard. If the status of the Shipyard were to change in the future resulting in a drop in usage, this could result in a significant shifting of costs for available capacity to the other users of these systems. This does not seem to be an issue in the near future.
- There may be an opportunity to redevelop the site where the KWD is currently located. The Town would need to support the KWD in their relocation efforts.
- There is a need to update the Town's GIS maps. Currently it is the responsibility of the Town Planner. He may need additional resources to complete this task.
- New communication technologies may provide an opportunity to improve DPW efficiency and enforcement.

KITTERY COMPREHENSIVE PLAN: INVENTORY AND ASSESSMENT OF EXISTING CONDITIONS

- There may be an opportunity to increase efficiency by merging Kittery's Resource Recovery Facility with that of Eliot's, creating a regional facility.
- Kittery Water District is planning to construct a new Treatment Facility while it continues to upgrade the pipes. It does not plan any expansion of mains in the foreseeable future. Additional regional cooperation with surrounding towns may result in increased cost-efficiencies.
- The recent expansion of the sewage system to the Business Park is expected to result in encouraging economic development. However, since this is in private ownership, the Town is limited in what it can do to attract additional development.
- It may be beneficial to explore the creation of a municipal Tri-generation Plant to provide power (heat, steam and hot water). This may be attractive to potential users of the Business Park.
- Consider conducting a Stormwater Utility Feasibility Study in order to determine if this is an appropriate mechanism for Kittery to finance its Stormwater improvements.
- Kittery has taken steps to be mindful of the environment. It may be time to be more proactive regarding implementation of sustainability measures, especially with regard to sea level rise and climate change preparedness.

- It may be useful to review climate change adaptation plans of other coastal Main towns such as Wells and Georgetown
- An updated Sidewalks Conditions Report would be helpful in supporting future efforts to improve walkability.
- It may be useful to update the Town's Tree Inventory.

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STORM PREPAREDNESS PLAN

Stormwater Management Plan : 2013-2018 Plan

http://kitteryme.gov/Pages/KitteryME_DPW/FinalSWPMPlanYorkCounty_2013-2018_Rev2014_02.pdf

Stormwater Program Management Plan for York County MS4s (Berwick, Eliot, South Berwick, Kittery and York, ME), Permit Years 1 through 5 (July 1,2013 to June 30,2018) Submitted to Maine DEP December 2013 Revised February 4, 2014 (to address MEDEP Comments)

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SEWER:

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Town of Kittery Budget, Fiscal Year 2017

INTERVIEWS

FIRE DEPARTMENT

David O’Brien, Fire Chief

POLICE DEPARTMENT

Theodor Short, Chief of Police

PORT AUTHORITY

Peter Whitman (Chair of Kittery Port Authority)

PLANNING

Chris DiMatteo, Town Planner

TOWN MANAGER

Nancy Colbert Puff

PUBLIC WORKS AND UTILITIES

Normal Albert, Commissioner of Public Works

Jessa Kellogg, Stormwater Coordinator

WASTEWATER TREATMENT DEPARTMENT

George Kathios, Superintendent of Sewer

WATER DEPARTMENT

Mike Rogers, Superintendent of the Kittery Water District

RECREATION/COMMUNITY CENTER

Janice Grady, Recreation Director and General Manager of the
Kittery Community Center

LIBRARY (Rice Public Library)

Lee Perkins, Director

SCHOOLS

Allyn Hutton, Superintendent of Kittery Schools

**Kittery
Comprehensive
Plan Update
2016**

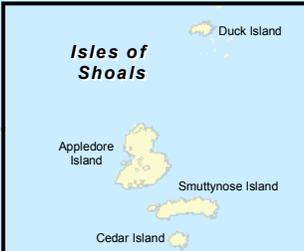
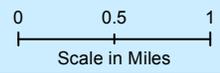


Map 7.1

**PUBLIC FACILITIES
AND OPEN SPACE**

Public Facilities & Open Space

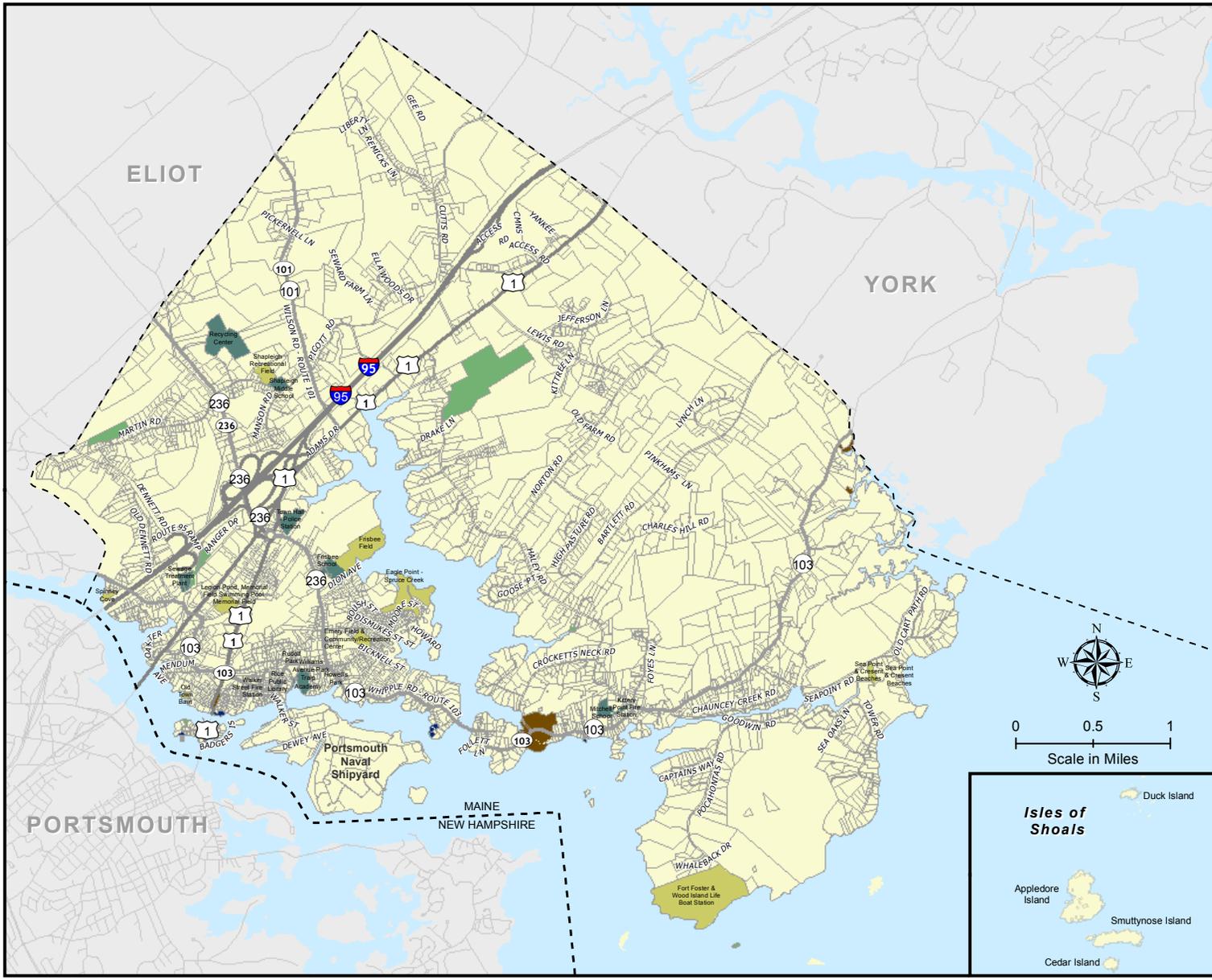
- Municipal Conservation Land
- Municipal Facilities
- Parks and Recreation Facilities
- Public Piers
- State & Federal Recreational Facilities and Open Space



Public Piers, public facilities and open space were provided by Planning Decisions, Inc. and digitized by RANIT at UNH, September 1999.

AECOM

This map is for general planning purposes only. The data used to create the map are not adequate for making legal or zoning boundary determinations or delineating natural resource areas. Exercise caution when interpreting the information on this map.



**Kittery
Comprehensive
Plan Update
2016**



**Map 7.2
PUBLIC FACILITIES
AND OPEN SPACE**

Water and Sewer Service Areas:

- Summer Water Only
- Water Only
- Water and Sewer
- Municipal Facilities



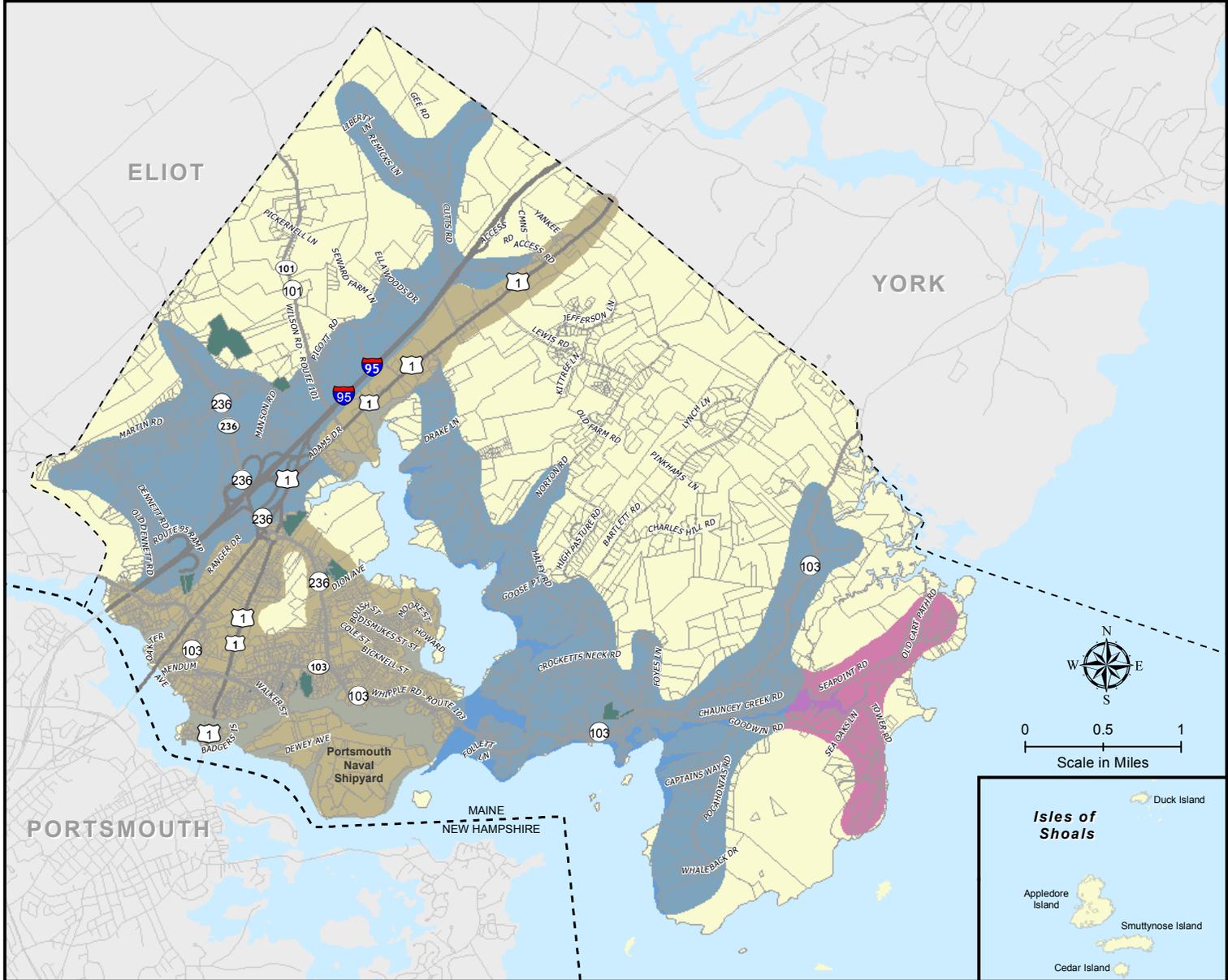
0 0.5 1
Scale in Miles



Water and sewer service areas and sewage treatment plants were provided by Planning Decisions, Inc. and digitized by Complex Systems Research Center, September, 1999.



This map is for general planning purposes only. The data used to create the map are not adequate for making legal or zoning boundary determinations or delineating natural resource areas. Exercise caution when interpreting the information on this map.



APPENDIX A

MEMO FROM THE LEE PERKINS, LIBRARY DIRECTOR
MARCH 4, 2016

Long term:

“A Library Committee has been formed to study alternative locations for a consolidated library facility as well as the reuse of the two buildings currently used by the library.

The Five questions posed by the Town Council Include

- 1. Where will a new facility be located on the proposed site?*
- 2. How will the facility be accessed?*
- 3. What is the impact on the neighborhood?*
- 4. What is the future disposition of the Rice and Taylor Buildings?*
- 5. What is the impact of the new facility on the Library's operational budget?*

The following is a list of goals for the new library:

- Accessible for people with disabilities
- 21st Century Library
- Center of population
- 1 stop convenience - all collections under one roof
- A green energy –efficient library building
- More space with room to grow for our collections
- Multi purpose rooms will provide opportunities for programs
- Space for additional computer terminals
- Computer classes, literacy and adult ed. day time
- Space for teen Game room and Maker space
- Designated areas to read and study, space for patrons using Ipads,

laptops

- *Space for trend toward using libraries as shared workspace for independent contractors and other self-employed people. Libraries with Wii, copiers, fax machines etc. can provide space for people to bring their work and meet others who share the same challenges.*
- *Space for teens*
- *Larger Children Department*
- *Adding Additional Parking spaces for the Library and KCC*

Current Rice Library Building

- *RPL will never be a green building*
- *Adding parking underground will be a huge expense- if this is possible*
- *The building will never be completely handicapped accessible even with an elevator*
- *The Building would be on many levels and will require a significant increase in staffing also heating and cooling*
- *The RPL is not designed to meet the technology needs of our patrons now or in the future.*
- *The long term upkeep of the Rice Building is overwhelming the current operational budget*

Conclusion:

The Library Board of Directors and the Staff of the Rice Public Library, patrons and community members having worked extensively on this project, conclude that the only option is to build a new 20,000 square foot green library to meet the demands and needs of the present and for future of our community. The Library is one of the essential services of the Town. “

MARINE RESOURCES

8

This chapter identifies and describes the marine resources located in the Town of Kittery, the facilities operated by the Town to provide access for residents and visitors to the water and waterfront areas, and associated topics.

MAJOR MARINE RESOURCE AREAS

This section discusses the primary water areas within the Town of Kittery's jurisdiction, including a portion of the Isles of Shoals. The discussion and analysis emphasizes the waterfront and near shore areas of the mainland portion of the town.

The waterfront and marine resources have played an important role in the history and development of Kittery. The harbor and waterfront areas are located on the north side of the mouth of the Piscataqua River, and have approximately 34 miles of shoreline including rock outcrops, salt marshes, sandy beaches, mud flats, waterfront recreational areas, coves and mooring, marine commercial facilities, and a major federal installation at the Portsmouth Naval Shipyard. Much of the shoreline is in private ownership, with several large public parks such as Fort Foster and Fort McClary.

KEY WATERWAYS WITHIN KITTERY

Piscataqua River: Leading out to sea along the Kittery shoreline, the Piscataqua is an authorized navigation channel for 6.2 miles of its 13 mile length, with a depth of 35 ft. Mean Low Water (MLW) and width of 400 to 600 feet. The Piscataqua is used by a wide range of shipping interests, including freighters and cargo vessels,

US military and Coast Guard, commercial fisherman, and recreational boaters. The river separates Maine from New Hampshire, and is crossed by three bridges: the Memorial Bridge (reconstructed in 2013), the Sarah Mildred Long Bridge carrying US Route 1, and the Piscataqua River Bridge carrying Interstate 95. The Memorial Bridge and Sarah Mildred Long Bridge are both lift bridges to accommodate shipping. The Piscataqua River has an extremely fast tidal current of approximately 4 knots (4.6 mph), and is considered the second-fastest-flowing navigable river in the nation. The lower six miles of river is part of Portsmouth Harbor.

Summary of Key Points

- Kittery has a complex waterfront, with large-scale commercial and military craft, marina and docking facilities, commercial fishing, and recreational boating.
- Swift currents and obstructions can pose a hazard to navigation
- There are a wide variety of natural habitats and environmental resources in Kittery, including the open ocean, river channels, protected bays, and estuarine and intertidal areas.
- Limitations exist on access to the waterfront from crowded shorefront launching facilities and long waiting lists for moorings, and boat traffic is increasing.
- Contamination from wastewater treatment outfalls and other sources has affected shellfishing and overall water quality. Runoff from impervious surfaces contributes to water pollution, and there are no pesticide or fertilizer ordinances in place to reduce infiltration into adjacent waterbodies.
- Sea-level rise has the potential to increase floodplains, storm damages, and reduce public access to recreation areas on the waterfront.



Figure 1 Commercial vessel transiting Piscataqua River with assistance from tugs, after passing Sarah Mildred Long Bridge

Spinney Creek: located just north of the Interstate 95 Bridge, this subtidal creek features a commercial aquaculture facility, several private float landings, and a private marina in Eliot, ME at the confluence of the creek with the Piscataqua River. There is a fixed road bridge carrying Route 103 over the creek. While there is non-point pollution in Spinney Creek, the water quality in the Creek has improved; as of the 2012 Maine Marine Resources report, it continues to meet the “Restricted” standard for shellfish cultivation.

Back Channel

This waterbody, an offshoot of the main Piscataqua River, runs from the western end of Badger’s Island easterly to Spruce Creek between the mainland and Seavey Island, the location of the Portsmouth Naval Shipyard. The channel has depths ranging from 17-25 feet at Mean Low Water (MLW), although depths can be shallower at the western end of Badger’s Island. There are two public access launching areas along the channel, as well as several private wharves and landings. The Back Channel is important for recreational boaters, particularly those docking on the northern side of Badger’s Island. The channel is the waterbody closest to the revitalized commercial area in the Kittery Foreside.



Figure 2 - View of Back Channel from Memorial Bridge

Chauncey Creek

The creek runs from the eastern end of Pepperrell Cove to Seapoint Beach (also referred to as Sea Point Beach), separating Gerrish Island from the mainland; due to its shallow depth, it is used primarily by small watercraft. The creek does not reach open water at Seapoint Beach, but it does reach Brave Boat Harbor at high tide. The fixed bridge to Gerrish Island crosses the creek. Several private docks and a popular waterfront restaurant are located on the banks. Chauncey Creek is classified as a “Prohibited” area for shellfish cultivation due to the presence of Overboard Discharges (OBD) systems, which discharge treated effluent into the water. However, with the recent conversions to septic systems on numerous properties, only three OBDs remain active on Chauncey Creek. This has led to an improvement in water quality. Carry-in boat access to the creek is found at the intersection of Cutts Island Lane and Seapoint Road.

Spruce Creek

A significant estuarine resource, Spruce Creek is a three-square mile tidal saltwater estuary, fed by five freshwater streams which runs roughly up the middle of Kittery. At low tide, approximately 2.5 miles of clam flats are exposed. There is an unmarked channel with depths from 22 feet at the confluence with the Back Channel, lessening to 13 feet or less near Shepherds Hill Cove. The confluence is crossed by the Route 103/Whipple Road Bridge to Kittery Point.

Pepperrell Cove

Adjacent to Kittery Point and Fort McClary State Park, this is the primary mooring area in the town, with approximately 400 moorings under the jurisdiction of the Kittery Port Authority. The majority of these moorings are used seasonally by recreational



Figure 3-Chauncey Creek, looking upstream

boaters, and a significant number of year-round commercial fishermen.

The Frisbee Wharf, used by commercial and recreational boaters, provides boating access into Pepperrell Cove through two municipally-owned piers: Frisbee Pier, which is primarily used by commercial fishermen, and Pepperrell Pier, which is primarily used by recreational boaters. Depths in the anchorage area range from 13 feet to 7 feet at Mean Lower Low Water (MLLW), or less in certain areas.

Brave Boat Harbor

Used primarily by small craft due to shallow depths, Brave Boat Harbor has limited private landings and no public facilities. The harbor is exposed to the ocean and is thus prone to choppy

waters and high winds during storms. It is located within the Brave Boat Harbor Division of the Rachel Carson National Wildlife Refuge. The refuge, which has 11 divisions along the Maine coast, was established in 1966 in cooperation with the State of Maine to protect valuable salt marshes and estuaries for migratory birds. Residents report increasing boat traffic in recent years, including larger power boats. The Kittery Harbor Master patrols in Brave Boat Harbor in season, and responds to emergency calls and complaints for unsafe boating operation, such as excessive speed and no-wake zone violations.



Figure 4-Pepperrell Pier at Pepperrell Cove

KEY WATERFRONT NATURAL AREAS

Seapoint Beach

This area is considered to be environmentally sensitive, and a highly valuable environmental asset because of the number of marine invertebrates and shorebirds found here, and the extensive salt marsh. The area is a popular location for visits by residents and non-residents, and has expansive views of the ocean. The beach is a popular location for residents and visitors to bring dogs, which has created issues concerning the appropriate disposal of pet waste.

Rachel Carson National Wildlife Refuge

Part of an 11-division coastal wildlife refuge, this facility features high-quality habitats and estuarine areas. Visitors are allowed within the facility, and carry-in boat access is available on Chauncey Creek at the intersection of Cutts Island Lane and Seapoint Road. Brave Boat Harbor is located in the central portion of the Refuge property.

Fort Foster

This historic military structure and the accompanying 88 acres of parkland and several thousand feet of ocean shoreline are managed by the Town of Kittery, and receive many thousands of visitors each year. There are three beaches (including “Scuba Diving Beach”), extensive trails, picnic areas, and restrooms in season. Lifeguards are not provided, and due to strong tidal currents, there is no swimming or diving allowed from the pier. The pier was constructed for the loading and unloading of deep draft vessels. Citing the currents in the area and exposure to storm wind and waves, the municipal recreation department has not installed floats at the pier. Non-motorized craft such as

windsurfers and sea kayaks are allowed to be launched from the portion known as “Windsurfer’s Beach”. Commercial tours using non-motorized craft, such as sea kayak tours, are not allowed to launch within Fort Foster. A large freshwater wetland complex runs generally north to south through the park; the marsh at the southerly end of the park is particularly valuable to nesting birds, and the entire complex is valuable habitat to a wide variety of species.

Nearshore Islands

The largest islands within Kittery are Badger’s Island, home to a marina, restaurants, and housing, and Seavey Island, site of the 278-acre Portsmouth Naval Shipyard. A facility of the US Navy, the Shipyard is responsible for the overhaul, repair, and modernization of naval submarines. The Shipyard also serves as the home port for three “medium endurance” US Coast Guard cutters. Shipbuilding in the region began in the late 1600s, with



Figure 5-Shoreline of Badger’s Island

numerous ships built at the Naval Shipyard in the 1800s.

There are a number of small islands in the nearshore waters of Kittery, including Wood Island, Fishing Island, White Island, and Gooseberry Island. The majority of these islands are uninhabited. Wood Island is the home of the **Wood Island Life-Saving Museum**. Owned by the Town of Kittery, the Wood Island Life Saving Station was built in 1907 to accommodate men of the US Life Saving Service (forerunner of the US Coast Guard) who performed rescue missions, using small rowing boats, to mariners in distress. It is a rare and historic building eligible for the National Register and its condition has deteriorated over time. It stands near the entrance to the Piscataqua River and consists of the Station, two sea walls (north and south) and a marine railway for boat launching. The non-profit Wood Island Life Saving Station Association (WILSSA) has led efforts to restore the building, sea walls, and marine railway, and to build a new pier to create a maritime museum open to the public, accessible by boat. WILSSA has raised over \$750,000 to support this effort. WILSSA is also attempting to secure the involvement of the Maine National Guard to help rebuild the sea walls and marine railway, and construct the pier. Work to clean the building of hazardous materials and repair its exterior was begun in summer 2016. Funds for the restoration were recently provided by Environmental Protection Agency (EPA), National Park Service, and the State of Maine, each providing \$200,000 for the remediation and exterior renovation projects.

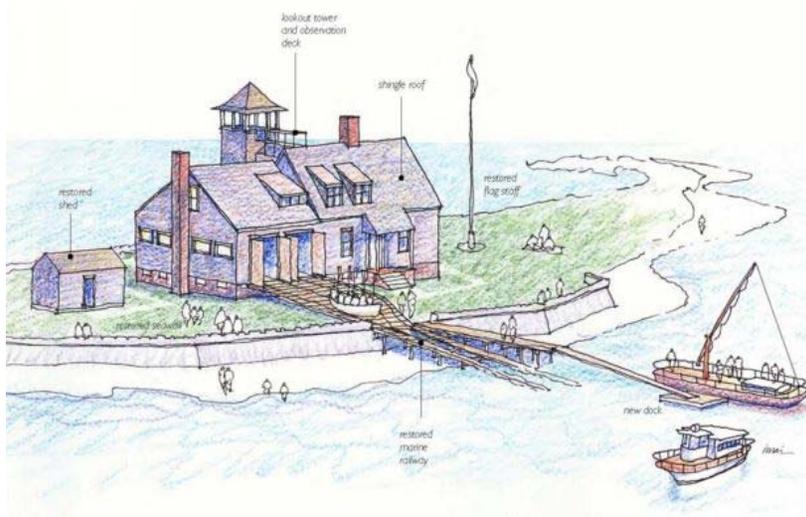


Figure 6-Conceptual Sketch of Restoration at Wood Island Life Saving Station

Isles of Shoals

Located approximately nine miles offshore from Pepperrell Cove, this archipelago contains eight main islands and a number of islets, rocks, and ledges. With an extensive history of fishing and habitation, the Shoals are a significant historic and environmental resource. The Town of Kittery has jurisdiction over the five main islands within State of Maine waters: Cedar, Smuttynose, Malaga, Appledore, and Duck. The boundary line between Maine and New Hampshire runs through the center of Gosport Harbor and between Star and Cedar Islands. Appledore Island is the largest of the islands in Kittery's jurisdiction, and is home to the University of New Hampshire/Cornell University Shoals Marine Laboratory, and several private homes.

Gosport Harbor is extensively used by private boaters to the Isles of Shoals, and by the Isles of Shoals Steamship Company for its excursion and supply boats docking at Star Island. These docks are maintained by the non-profit Star Island Corporation. The Harbor can be reached by several deep channels and is protected from all but westerly winds.

WIND, CURRENT, AND TIDE CHARACTERISTICS

The prevailing winds tend to be from the north and northeast during the winter and from the southwest during the summer. Thus, Kittery's waterways are relatively sheltered, although those areas facing the Atlantic Ocean are exposed to southeasterly winter winds. Exposed areas of note include Fort Foster and Brave Boat Harbor. The mean tidal range at Kittery Point is 8.7 feet, while at Portsmouth, NH it is 7.8 feet.

Navigation in the Piscataqua River can be complicated by strong and variable tidal currents, which can vary greatly depending on the width, depth, and adjacent tributaries. Tidal currents are considered to be very strong in the main channel of the harbor, although they are much less in the coves and estuarine areas. The Maine Natural Areas Program lists the area off the Naval Shipyard near Four Tree Island in Portsmouth as the fastest flowing tidewater on the U.S. east coast.

A U.S. Army Corps of Engineers (USACE) study in 1984 measured current velocities in various places on the Piscataqua River and the waters near Badger's and Seavey Islands. The highest velocities were recorded in the River near the western tip of Badger's Island where currents reached 4-6 knots in mid-channel

on the flood tides. In the back channel of Badger’s Island, the current velocities were measured at 2-3 knots. Near Seavey Island in the open water, velocities reached four knots; near the mouth of Spruce Creek, currents were approximately two knots. The National Oceanic and Atmospheric Administration (NOAA) has conducted tidal measurements at the mouth of Portsmouth Harbor off Wood Island, and found currents to typically run from 1-3 knots.

Currents of this velocity can pose a hazard to small craft, particularly to human-powered craft such as kayaks.

FEDERAL NAVIGATION PROJECTS

The USACE is responsible for three navigation projects in Kittery’s harbor area: the Piscataqua River Channel, the Pepperrell Cove Anchorage area, and Gosport Harbor. In 1986, Congress authorized a project to widen various sections of the Piscataqua, with completion of this work in 1992. No recent USACE activity has occurred in Kittery’s waterways.

Portsmouth Harbor

Within this harbor, a federally-designated channel provides for a 35-foot deep channel that ranges in width from 400 to 700 feet wide and extends from New Castle and Clark’s Island in Kittery to the Atlantic Terminal in Newington. The USACE dredged the area across from the New Hampshire Port Authority south of the Sarah Long Bridge to construct a turning basin.

Gosport Harbor

The USACE constructed three breakwaters connecting Star, Cedar, Smuttynose, and Malaga Islands to create an anchorage for local fishermen, recreational boaters, and excursion boats from Portsmouth, and is responsible for maintaining these structures. The tidal range in the harbor is 8.7 feet.

HAZARDS TO NAVIGATION

There are a number of dangerous rock ledges near confluence of the Piscataqua River and the Atlantic Ocean, as well as within more sheltered areas, including:

- Moore’s Rock near the entrance to Brave Boat Harbor is unmarked and has a five-foot cover at low tide.
- A series of unmarked bedrock shoals between Brave Boat Harbor and Seapoint Beach, including East and West Sister shoals.
- The area at the confluence of the Piscataqua River and the open ocean has a number of potentially hazardous areas including Whaleback Island and Reef, Phillips Rocks, and the waters between White and Wood Island. Whaleback Island is marked by the historic Whaleback Light, which is still in operation.
- A set of wooden cribs from a World War II submarine net between Wood Island and Fort Foster.
- The shoal associated with Hicks Rock as well as several shallow areas in the back channel.

- Shoal areas near Gosport Harbor that are well marked but require caution, particularly in strong winds. Duck Island is surrounded by ledges and shoals and can be hazardous.

Several low bridges pose hazards to navigation, especially to fishermen and recreational boaters; these include the Badger's Island Bridge, Bridges 1 and 2 over the Back Channel to Seavey Island (Portsmouth Naval Shipyard), the Kittery Point Bridge on Route 103, and the Gerrish Island Bridge over Chauncey Creek. The vertical clearances for these structures range from six to eight feet at high tide.

There are railroad trestles from defunct rail lines still in place in Spruce Creek, Chauncey Creek, and Brave Boat Harbor. These trestles were placed for the Boston & Maine Railroad and the Electric Trolley. The trestles could be a potential hazard to boats, particularly at low tide, and are slowly deteriorating.

REGULATED NAVIGATION AREA

For security reasons, a regulated navigation area has been established by the U.S. Navy in the vicinity of the Naval Shipyard. The west end of Seavey Island from Henderson Point along the shore to the road/railroad bridge across the Back Channel is designated as a restricted area within which civilian navigation is prohibited. At the east end of Seavey Island, the cove between Clark's, Seavey, and Jamaica Islands is designated as exclusionary zone within which local control is prohibited. The regulations governing this area are published in Chapter 2, U.S. Coast Pilot 1. Additions or revisions to Chapter 2 are published in the Notice to Mariners. As noted on the navigation chart for the area,



Figure 7- Shoreline of Seavey Island and Regulated Navigation Area

information concerning the regulations may be obtained at the Office of the Commander, 1ST Coast Guard District in Boston, MA.

DREDGING AND MAINTENANCE PRIORITIES

In the 1999 Update of the Comprehensive Plan, the Kittery Port Authority established the following priorities for dredging:

1. **Pepperrell Cove Anchorage:** The anchorage was last dredged in 1916 to a depth of twelve feet. The navigation chart for the area shows depth of 11 to 7 feet at MLW, with local sources stating water depths are six to ten feet in half of the anchorage area.

2. Gosport Harbor and Breakwater: these granite structures are exposed to wind and waves during storms, and require periodic maintenance
3. North Side Channel: This channel by Badger’s Island west of Rice Avenue has filled in since the turning basin for ships west of Badger’s Island was dredged in 1991. At mean low water, the western end of the channel is shown as having only ½ foot of depth.

There are no currently developed plans for dredging these areas.

WATER QUALITY AND CONTAMINATION

To monitor water quality for shellfish cultivation, the Maine Department of Marine Resources has assigned “Growing Area” designations to different zones along the coast. Kittery is within Growing Area WA, along with South Berwick and Eliot. This Growing Area is located between the Piscataqua River and Sisters Point in Kittery, and includes the Isles of Shoals. There are restrictions on shellfish cultivation within Area WA due to pollution. The most recent annual review for Area WA is the 2010 document, which has a report date of January 30, 2012. Major sources affecting the Piscataqua River are wastewater treatment plant (WWTP) outfalls from South Berwick in Maine, and from Portsmouth and Newington in New Hampshire. The wastewater treatment facility in Kittery provides secondary treatment and complies with Maine DEP license requirements. The Portsmouth outfall is the greatest in volume, with the largest impact on water quality. A significant portion of the Portsmouth Naval Shipyard’s wastewater is treated by Kittery’s treatment plant.

The presence of several municipal and residential overboard discharges (OBD) in Kittery is a contributing factor to pollution levels. A significant number of OBDs on Chauncey Creek have been removed in recent years, with only three now in active use. All of the Piscataqua River is classified “prohibited” for shellfish cultivation down to Gerrish Island, including Spruce Creek and Chauncey Creek. Spinney Creek is classified as restricted due to non-point pollution; the mouth of the river at Gerrish Island is classified approved, and the Isles of Shoals are classified prohibited due to point source pollution.

Run-off from non-point and point sources, such as impervious surfaces in commercial properties and from residential lawns, is a contributing factor to the reduction in water quality.

Spruce Creek is an area of special concern with regards to pollution. The creek’s watershed is 9.6 square miles, with 90% located within the Town of Kittery. The watershed empties into the Piscataqua River 1.5 miles north of the river’s confluence with the Gulf of Maine. The watershed is fed primarily by six freshwater streams (Wilson Brook, Fuller Brook, Hill Brook, Hutchins Creek, Chickering Creek, and Crocketts Brook), and contains approximately three square miles of tidal area consisting of high salt marsh, ledge, and mud flats. As noted in the 2008 *Spruce Creek Watershed Improvement Project* document, “Spruce Creek, particularly the tidal portion, is being intensely manipulated and impacted by people’s desire to live near the water and to have water views, and by polluted stormwater.”

The report continues to state, “Due to poor water quality, Spruce Creek is listed in the State of Maine’s 305(b) report as impaired under Category 5-B-1: Estuarine and Marine Water Impaired by

Bacteria (TMDL Required), for nonpoint pollution sources”. The watershed is also identified by Maine Department of Environmental Protection as a “nonpoint source pollution priority watershed” due to bacterial contamination, low dissolved oxygen, toxic contamination, and a compromised ability to support commercial marine fisheries”. The Maine DEP also lists the Spruce Creek watershed as one of the seven coastal watersheds in the state being “most at risk from development”. Kittery recently completed a municipal sewer expansion in the upstream area of Spruce Creek that will eliminate the overboard discharges of the mobile home park located on Dana Avenue. This expansion will connect 200 units of failed or failing septic system to the municipal system, and thus will achieve significant reductions in water pollutant levels in the area.

The Town of Kittery has been monitoring coastal and inland water quality on an annual basis for the last ten years, and these efforts are ongoing. The Town has been awarded a fourth round of US Environmental Protection Agency (EPA) Section 319 grant funding for the Spruce Creek Watershed Improvement Project (SCWIP) which aims to help reduce bacteria inputs, improve water quality, and reopen shellfish harvesting areas in Spruce Creek. Spruce Creek is monitored closely by the Maine Division of Marine Resources (DMR), which samples nine sites six times per year for fecal coliform bacteria. The Town of Kittery-funded sampling effort tests for Escherichia coli (E. coli) bacteria and the Maine Healthy Beaches program samples for Enterococci bacteria at Fort Foster and Seapoint Beach.

Kittery has developed a local plan to identify and eliminate pollution sources through its Watershed-Based Management Plan (2008) and updated in 2014. Through the Section 319 grant,

Kittery has been actively trying to identify point sources of bacteria and remedy them when located. Kittery is also subject to the Maine General Municipal Storm Sewer System (MS4) Permit which requires the Town to have a non-stormwater discharge ordinance and an illicit discharge (defined as any discharge not entirely composed of stormwater) control measures.

The shellfish harvesting areas (flats) in Kittery have been closed since 2005, due to contamination from nonpoint sources of bacteria. Shellfish harvesting in the past was done on a recreational, and not commercial, basis.

There are limited public waste pumpout facilities for boaters between Great Bay and the mouth of the Piscataqua River. The State of New Hampshire operates a pumpout vessel, the service has limited hours, requires an appointment, and the vessel must cover a large area of operation. At present, there is no land-based public waste pumpout facility in Kittery, but a pumpout facility is under construction at the Kittery Point Yacht Yard, and is expected to be operational in spring 2017. This facility is being built with Boating Improvement Grant (BIG) funds.

Portsmouth Naval Shipyard is a high-density industrial area with 376 buildings on site. It was built on Dennett, Seavey, Jamaica, and Clark Islands, connected by 90 acres of fill material. The EPA states in its on-line Superfund Site Profile for the Naval Shipyard that “hazardous wastes have been stored, disposed of, spilled, or treated at more than 30 acres on site. Following immediate actions to protection human health and the environment, site investigation and long-term cleanup planning are ongoing”. The EPA notes that from 1945 to 1975, untreated wastes were discharged into the Piscataqua River via industrial waste outfalls;

from 1945 until about 1978, 25 acres of tidal flats were filled with various chemical and industrial wastes, and dredged sediments from the Piscataqua River. In the late 1970s, “dredge sediment samples collected near the industrial outfalls were found to be contaminated with elevated concentrations of metals, polychlorinated biphenyls (PCBs) and other contaminants. The US Navy has indicated that the probable source of the contaminants is the industrial outfalls at the Shipyard. Groundwater supplies drinking water to 10,000 people within four miles of the site. However, ground beneath the PNS (the island) is not hydraulically connected to the groundwater that supplies drinking water.”

The long-term remediation plan for the Shipyard includes capping of the Defense Reutilization and Marketing Office (DRMO) Storage Yard, stabilizing the DRMO shoreline, removing underground storage tanks, and removing the mercury burial vaults. Work is currently underway at seven areas; in addition, preliminary evaluations of several areas are determining whether a remedial investigation should be performed at those areas.

A significant portion of the land area of the Portsmouth Naval Shipyard lies within the FEMA Special Flood Hazard Area (SFHA), which is the area subject to inundation by the 1% annual chance flood. Rising sea levels would expose more of the Shipyard to flooding, with the accompanying concern that hazardous waste-containing areas may be more exposed to flooding (and rising groundwater) and thus increase the potential for the release of pollutants into surrounding waters.

MUNICIPAL MANAGEMENT OF MARINE RESOURCES

The Town of Kittery has a Port Authority, one of three in the State of Maine, and a Harbor Master. The Port Authority is responsible for overall management of the town’s marine facilities; e.g.; wharves, piers, docks, and 575 moorings, the majority of which are at Pepperrell Cove. The Port Authority is an independent entity, authorized by State statute. Funding is derived primarily from collection of mooring and docking fees, and the Kittery Town Council approves the Port Authority’s budget. The mooring fees are \$150 per year for vessels 25’ or less in length; vessels over 25’ are charged \$6 per foot. The Port Authority has seven members, including a chairperson, who serve five-year terms.

The Port Authority employs the Kittery Harbor Master, who oversees operations at the various facilities, and provides marine law enforcement, rescue and education services to boaters within the tidal waters of the community. The Port Authority and Harbor Master work with commercial fishermen, recreational boaters, marina owners, and other marine law enforcement agencies on the Piscataqua River and adjacent waterbodies. The Harbor Master can write tickets for boating violations, such as exceeding speed limits in no-wake zones, and provides emergency response in the Town-owned boat. One of the chief responsibilities of the Port Authority and the Harbor Master is management of the Town-owned landside and State-owned waterside mooring facilities at Pepperrell Cove, the largest of the public docking areas in Kittery. The Port Authority has an annual budget of approximately \$125,000. On the 2015 mooring registry, there are a total of 513 registered moorings, with 105 assigned to commercial vessels, 43 to the Kittery Point Yacht Yard, 45 to riparian fishing

vessels, and the remainder to pleasure craft. There is a twelve to fifteen-year waiting list for mooring spaces in Kittery. The town removes its floats in October or November each year, and recreational boaters will typically store their vessels on land over the winter to avoid exposure to high wind and waves.

The Kittery Port Authority has issued a Storm Preparedness Plan to ensure that all boaters in Kittery are aware of approaching hazardous conditions and to aid in preparation. The plan establishes a series of alert levels and recommended actions to be taken:

- Alert Level 0: begins at the start of hurricane season on June 1. Monitor National Oceanic and Atmospheric Administration (NOAA) weather radio
- Alert Level 1: when tropic conditions exist within 1,000 mile radius of Kittery. Prepare an action timetable for this particular storm.
- Alert 2: 72-48 hours until landfall, under a storm threat. Monitor storm track and begin preparations for a direct landfall; alert all boaters, particularly those in Pepperrell Cove; implement plan for securing all facilities, including the removal of floats and ramps.
- Alert 3: 48-24 hours until storm landfall. Hurricane watch issued at this time. Communicate with police, fire, Maine Emergency Management Agency (MEMA) and Coast Guard. All waterfront tasks should be completed by this time.
- Alert 4: 24-0 hours until landfall. Hurricane warning issued at this time; all persons working at waterfront to wear a life jacket; monitor NOAA radio, television, and any official

communications; no unnecessary activity at waterfront, and prepare to evacuate waterfront.

- Alert 5: Hurricane. Remain in safe shelter; no waterfront activity allowed.

The storm preparedness plan provides detailed description of options available to boaters, with emphasis on personal safety over the protection of vessels. The best option for trailerable boats is to remove them from the water and place them in safe storage, such as a garage or covered area. Information is also provided for boats that cannot be removed from the water, with specific instructions for securing boats at moorings or anchorages. The plan states that taking a vessel offshore (to “ride out”) a storm is not a viable option unless it is over 100’ in length and the captain has heavy weather experience. A detailed set of guidelines and timetable are provided for preparations to be made at Pepperrell Cove. The plan notes that the Port Authority should strongly consider setting moorings in Chauncey Creek for storage of the Pepperrell Cove floats during storms.

FACILITIES UNDER JURISDICTION OF KITTERY PORT AUTHORITY

Pepperrell Cove

Located in Kittery Point, this is the primary location for Town-operated moorings and launching within the community, with approximately 400 moorings. The facility is used for access to boats moored in Pepperrell Cove, and for the associated storage of dinghies to reached moored vessels. The majority of the Town’s moorings are in Pepperrell Cove. A commercial fishing pier (Frisbee Pier) was constructed in Pepperrell Cove in the

1990s, and is mainly used by lobstermen for setting traps and offloading catch. The adjacent Pepperrell Pier is primarily used by recreational boaters. The approximately twenty Town-owned parking spaces on the wharf, and the spaces available in a privately-owned fee-for-parking lot across Pepperrell Road/Route 103, are an important resource for boaters. The privately-owned lot is part of the former Frisbee Market property. The Harbor Master's office is located on the pier, and there is a bathroom for public use, 24 hours a day and seven days a week, in season. The bathroom uses a holding tank, which requires pumping out, and is maintained by the Harbor Master. The bathroom is closed when the water supply to the Cove is turned off at the end of the season.



Figure 8-Frisbee Pier at Pepperrell Cove, primarily used by commercial fishermen

Beyond the wharf, piers, and parking areas, which were donated to the Town by the Frisbee family in 1955, the Town of Kittery does not own real estate at the site. Following an application in 2010, Kittery was awarded a Boating Improvement Grant (BIG) Program to construct a new pier, ramp and floating dock system

for 12 transient, non-trailerable vessels 26 feet or longer on Pepperrell Pier. The floats provide dinghy tie-up spaces, and the 80-foot ramp from the pier to the float system is compliant with the access provisions of the Americans with Disabilities Act (ADA). The project addressed long-term needs for additional transient boating, and for the replacement of the dilapidated pier constructed in 1954. The provision of additional dock space is intended to support small businesses in the area in providing services to boaters, and to provide greater access to Kittery's waterfront areas.

The wharf landform is man-made, and expansion of the facility would require additional construction in the water the purchase of adjacent real estate. The floats are installed and removed by crane, and stored on-site during the off-season. While storage of the floats on the wharf reduces on-site parking, removal to an off-site location would require an extensive operation to move the floats on to the land, identification of a storage location, and transportation to that location.

When no moorings are available, vessels are directed to the nearby anchorage area at historic Fort McClary.

Traip Academy Boat Launch

The Town maintains a float and paved public launch for trailered or hand-carried vessels, such as kayaks, adjacent to the Traip Academy school. The launch can be used at any point in the tidal cycle, and is used by commercial fishermen and recreational boaters. The launch and floats receive the greatest use during the summer, and on weekends in later spring and early autumn. The school and boat launch share the use of a parking area, which is possible due to the relative timing of boating usage and the

school calendar. There are approximately 15 moorings in the area, located in the Back Channel. The float system was recently extended under Small Harbor Improvement Grant (SHIP) from the Maine Department of Transportation.

Government Street Wharf

This facility is located in the Kittery Foreside, on Town Wharf road south of Government Street. The dock is approximately 40 feet long by 30 feet wide, does not have a ramp or float system, and is primarily used by commercial fishermen for loading and unloading vessels. Approximately 30 fishermen regularly use the wharf, which is a key facility for the working waterfront. Bait and fuel trucks will make deliveries here, and catches are offloaded. There is no public parking at the dock. The facility is within close walking distance to the businesses of Wallingford Square in the Foreside.

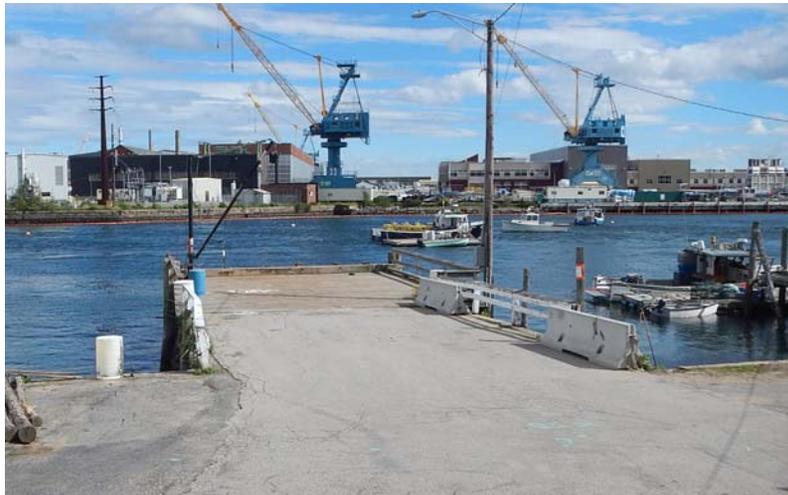


Figure 9- Government Street Wharf

Back Channel

There are a significant number of moorings in the Back Channel, particularly east of the Wyman Avenue Bridge to Seavey Island. While there is sufficient water space to increase the number of moorings, or to add “pony floats”, there are no dedicated areas for parking and landside dinghy storage.

Gosport Harbor at Isles of Shoals

The Town of Kittery maintains moorings in Gosport Harbor, which are leased to permit holders.

MARINE-DEPENDENT USES

Access to the water has played an important part in the commercial development of Kittery. Waterfront usage has stayed relatively consistent in recent years, with some decline in commercial fishing, and an increase in waterborne tourism. The redesign of Pepperrell Pier and addition of floating docks for transient vessels prioritized its use for recreational over commercial users, although it is still used by commercial fishermen. The main shore facility location for commercial usage is the Government Street Wharf, which is used by lobstermen for loading and unloading supplies, equipment, and catch. Large vessel repair and maintenance activities continue at Portsmouth Naval Shipyard.

There are a number of marine dependent uses in the community, which include:

Marinas

Facilities for docking, launching, supply, and repair of private vessels are found at several sites in Kittery, including Badgers Island Marina, Kittery Point Yacht Yard, and Great Cove Boat Club. The American Marine & Boat Sales business on Badger’s Island has a ramp to the Piscataqua River, and Seafari Charters & Marine Services operates from Badger’s Island. There are additional marinas in neighboring Portsmouth and New Castle.

Lobster Pounds and Waterside Restaurants

Lobsters in the Rough on Badger’s Island, Warren’s Lobster House, and Chauncey Creek Lobster Pier are located on the waterfront.

Portsmouth Naval Shipyard, Seavey Island

As a site for construction, repair, and overhaul of large military vessels, the Shipyard has extensive water access and maintains regulated navigation areas in the adjacent waterway to ensure safe operation of boats through channel separation.

Although not marine-dependent usages, the businesses in Kittery Foreside and in Kittery Point near Pepperrell Cove benefit from proximity to water, and have a potential for increased visitation from people arriving by boat.

Excursion Boats Operating in Kittery Area

There are a number of private or non-profit organizations operating boating tours and passenger services in the greater Portsmouth Harbor and Kittery areas. These include:

- Gundalow Company: This non-profit organization constructed a reproduction of the early cargo vessels

known as gundalows which operated on the Piscataqua River from the late 1600s until the beginning of the 20th century. The ship *Piscataqua* provides public sails daily during the season, along with educational sails and private charters.

- Portsmouth Harbor Cruises: Offers motorized cruises of Portsmouth Harbor and areas along the Kittery Point and Gerrish Island shorelines, the inland Piscataqua and Great Bay, and to the Isles of Shoals.
- Captain & Patty’s Cruises operates a historical boat tour of the Piscataqua River basin, starting in Pepperrell Cove, including historic forts, lighthouses, the Portsmouth Naval Shipyard, and Portsmouth and New Castle Harbors.
- Isles of Shoals Steamship Company: This multi-vessel firm offers day visits to Star Island, a tour of the Isles of Shoals, a Portsmouth Harbor tour, and brings supplies and visitors for extended stays to Star Island.

COASTAL AND NEARSHORE LANDUSE REGULATION

The primary working harbors and shorefront facilities for commercial boating are found in the Kittery Foreside (including the Government Street Wharf), on Badger’s Island, and at Pepperrell Cove. Mixed-use zones cover the Kittery Foreside and Badger’s Island, and a Business-Local (B-L) zone covers the area adjacent to the Frisbee Pier.

There are three zoning overlay districts in Kittery that cover coastal and nearshore areas: the Resource Protection (OZ-RP), Shoreland Protection Area (OZ-SL), and the Commercial Fisheries/Maritime uses (OZ-CFMU) overlay districts.

The Shoreland and Resource Protection Overlays are designated to limit potential water pollution sources; protect spawning and birding grounds; and preserve access and views to coastal waters. The Resource Protection Overlay primarily covers inland parcels where fresh water bodies or wetland occur, while the Shoreland Protection Overlay covers inland freshwater resources and the coastal shoreline of Kittery. The zone, based on Maine Department of Environmental Protection (MDEP) mandatory shoreland zoning, encompasses a 250 foot buffer from the upland edge of the protected resource. The required setback is 100 feet, reduced to seventy-five feet in the Kittery Foreside and Badger's Island mixed use districts. Within the overlay, by-right uses are extremely limited. Within most zoning districts the only use permitted within the overlay is public open space or recreational uses, with some exceptions for civic uses. All other uses that would otherwise be allowed in the underlying zoning district are required to be permitted through Special Exception.

The Commercial Fisheries Overlay provides for the development and expansion of water-dependent commercial fisheries/maritime activities. Areas in the overlay have been chosen based on suitability criteria that include shelter from prevailing winds/waves, slope of the land, depth of the waterbody within one hundred fifty feet of the shoreline, and compatibility with adjacent uses. This district extends into the upland area 75 feet from the normal high-water line, or to the property boundary line as identified on the municipal zoning map. Parcels that fall under

this overlay district are primarily located along the Foreside, Kittery Point, Badger's Island, the Shipyard, and select parcels up the coast along Pepperrell Road and Chauncey Creek Road. The permitted uses under the overlay include all functionally water-dependent commercial fisheries and maritime uses, as well as the permitted uses under the base zoning districts. This zone designation applies to Badger's Island, the Foreside, Pepperrell Cove, and the shoreline of Seavey Island (Portsmouth Naval Shipyard).

FLOODPLAIN

Floodplains are determined and mapped by the Federal Emergency Management Agency (FEMA) and its National Flood Insurance Program (NFIP), which produce Digital Flood Insurance Rate Maps (DFIRMs). The FIRMs delineate the 1% Annual Chance of Exceedance (ACE) flood and the 0.2% ACE flood. In common terminology, these flood events are known as the "100-year" and "500-year" floods, respectively. The 1% ACE floodplain is referred to as the Special Flood Hazard Area (SFHA) or A-Zone; within this zone, property owners with federally-backed mortgages are required to carry flood insurance. In coastal areas such as Kittery, the SFHA includes a zone on the immediate shoreline known as the "VE Zone", or velocity zone (also known as wave impact zone). The VE Zone is subject to inundation by the 1% ACE flooding event, with additional hazards associated from storm-induced waves. Such waves pose a danger for buildings, and may lead to extensive damage or collapse.

Kittery's floodplain areas are included on specific map panels within the larger York County, ME flood map. The flood map now in effect for York County was adopted in 1984. The floodplain includes the shorelines and adjacent areas along the open shoreline, such as Gerrish Island; the shoreline of Kittery Point and Kittery, extends up the Piscataqua River and Chauncey Creek, and includes an extensive area in the Spruce Creek watershed.

Within the SFHA, locally-adopted floodplain management codes regulate the building of new construction and (if reaching the threshold of "substantial improvement") the retrofit of existing structures, in order to reduce impacts from flooding.

In November 2013, FEMA issued a Preliminary Digital FIRM (DFIRM) for York County. The map was based on two-foot contour topography and updated flooding frequency and elevation data and modeling analysis. The 2013 maps presented an expanded floodplain over the 1984 edition. The following areas were included in the expansion of the floodplain boundary in the 2013 Preliminary DFIRMs:

Changes to the Flood Zone Study limits: The velocity zone was extended to include the southeast side of Badger's Island. Previously, this zone terminated at the eastern tip of Seavey Island at the mouth of the Back Channel. There are areas previously within the A zone that are now in the AE zone (flood zone with an identified Base Flood Elevation). The flood zone boundary was extended further landward in intermittent areas along the coastline: east of Wyman Avenue along the Back Channel; from Bowen Road to Gerrish Island Lane; the southwester portion of Fort Foster; the northeast side of Gerrish Island; and the coastline east of Thaxter Lane north of Seapoint

Beach. There are changes to the boundary further inland that are mainly located in several places along Bartlett Road.

The effect of these changes was to newly include approximately 75 structures in the floodplain, with 65 in the coastal area and the remainder in the inland area.

The Town of Kittery, and other municipalities along the southern Maine coast, did not agree with the revised floodplain boundaries and Base Flood Elevations shown in the November 2013 Preliminary DFIRMs, and took exception to the specific modeling techniques applied to determine wave heights and flood depths. In December 2014, FEMA announced the withdrawal of the Preliminary DFIRMs for all municipalities in York and Cumberland Counties. In April 2015, FEMA participated in a binding arbitration process known as the Scientific Resolution Panel (SRP). The Town of Kittery was represented by a coastal engineering consultant at the SRP. As of this time, FEMA has not yet issued a revised Preliminary DFIRM for York County, and thus the 1984 floodplain map remains as the legally adopted basis for local floodplain management regulations.

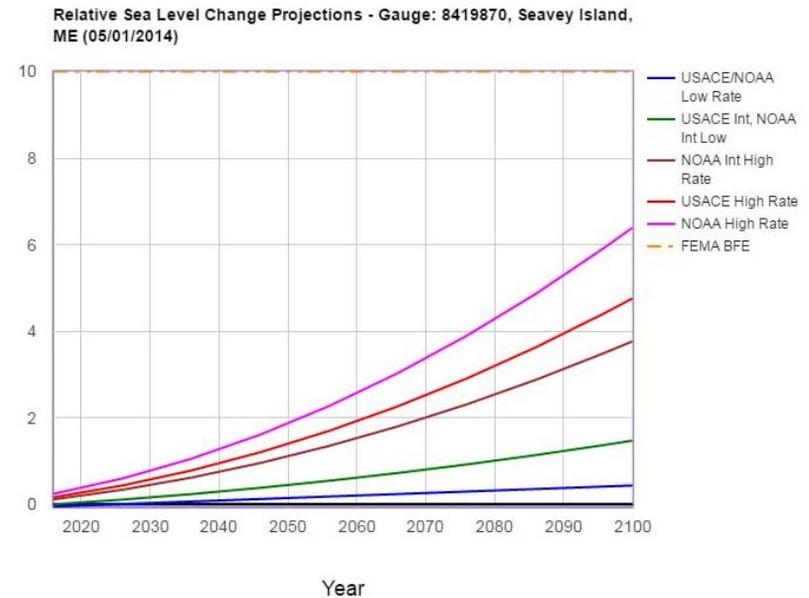
It is anticipated that FEMA will issue a revised Preliminary DFIRM for York County in 2017.

SEA LEVEL RISE AND CLIMATE CHANGE

As a coastal community, with a densely developed shoreline, extensive recreational areas and a working waterfront, Kittery is subject to changes in sea level rise and associated impacts.

The Town of Kittery has not prepared a sea level rise or climate change adaptation plan. As noted in the *Climate Change Adaptation Report: Georgetown, Maine (2015)*, Gulf of Maine waters are warming faster than 99.8% of the world’s oceans, with 5.5 degrees Fahrenheit of increase in the last decade. Warming ocean temperatures can have notable increases on commercial fishing, through altering habitat and suitability for species long found in the area. Warmer waters can also lead to increased frequency and intensity of coastal storms.

Forecasts for the rate of sea level rise have been prepared by the USACE and NOAA, based on different sets of assumptions and annual increases. A chart showing the range of predicted increase at Seavey Island (Portsmouth Naval Shipyard) is shown below. The rates of predicted change are grouped by the “curve” used. These curves present low, intermediate, and high assumed rates of changes, with the accompanying increase in sea level over present day, shown in feet.



The different scenarios typically show an increase in the rate of change in the 2050-2060 timeframe. For ease of comparison, selected rates and predicted levels of rise (in feet) for future years are shown in the table below.

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

Future Year	USACE/NOAA Low	NOAA Intermediate High	NOAA High
2036	0.06	0.62	1.05
2056	0.18	1.35	2.27
2100	0.43	3.77	6.39

Note: Values shown are relative sea level change in feet over present-day
 Source: US Army Corps of Engineers Sea-Level Change Curve Calculator

Sea level increases, particularly those predicted in the intermediate high and high scenarios, could have a range of impacts, including: extending floodplain areas landward, increased depths of storm surge during coastal storms, increased damage to shorefront infrastructure (such as stormwater infrastructure such as culverts and roadside ditches, roads, bridges, and utility lines) and to homes and businesses. Other impacts could be seen on public recreation areas on the waterfront and to environmentally sensitive areas such as wetlands and intertidal areas. Because of the rocky shoreline in many areas of Kittery, wetlands may tend to drown in place rather than migrate landward in response to rising water levels.

Extensive areas of the Portsmouth Naval Shipyard are already in the Special Flood Hazard Area; elevated water levels would likely increase inundation of the shipyard during storm events, and may impact the polluted areas on-site. One concern would be the

potential for the leaching of contaminants during floods or due to elevated water levels.

PUBLIC AND VISUAL ACCESS

As discussed, Kittery has extensive public open space areas, which provide excellent visual access to the Piscataqua River, Portsmouth Harbor, the Gulf of Maine, and the Atlantic Ocean. These areas include Fort McClary State Historic Site, Fort Foster, and the Rachel Carson National Wildlife Refuge-Brave Boat Harbor area. Commercial areas such as the Foreside and Badger’s Island also provide visual access to surrounding waters. Landside public access to interior waterways, such as Spruce Creek, is somewhat limited due to extensive private ownership and development of interior areas. A notable exception is Rogers Park, a 27-acre property dedicated to public recreation and open space preservation, adjacent to Broad Cove within Spruce Creek. A discussion of scenic views is provided in the Natural Resources chapter.

IDENTIFICATION OF PRELIMINARY ISSUES, CHALLENGES AND OPPORTUNITIES

The following is a preliminary list of issues, challenges and opportunities posed by the findings of the inventory of existing conditions of Kittery's marine resources.

- Demand for access to the waterfront and for boating access is consistently high. Demand for moorings is greater than the available supply, and there is a multi-year waiting list.
- A significant portion of the available parking near the Pepperrell Cove wharf is in private ownership (as part of the former Frisbee Market property), and the property is currently for sale. The parking lot parcel on the north side of Route 103/Pepperrell Road has deed restrictions stating it can only be used for parking. However, the deed does not stipulate that the parking lot be available for use of the general public, or for wharf and pier users.
- Run-off and direct source pollution have led to contamination of area waters and led to shellfishing restrictions and prohibitions in certain areas.
- Development pressure in Spruce Creek watershed further threatens water quality.
- Commercial fishing operations based in Kittery have decreased from previous years.
- Commercial and non-profit boat tour traffic has increased in recent years, and many of the cruises visit Kittery waters. However, there is at present no convenient location for boats to dock in town for day visits.
- Kittery has high-value environmental resources and parks that serve as a powerful draw to residents and visitors.
- The Kittery Foreside is a successful commercial area in close proximity to the waterfront.
- Wood Island Life Saving Station offers a unique resource for education and visitation in the near future.
- Major anchorages such as Pepperrell Cove have not been dredged in decades, leading to limitation on vessels that can safely moor and transit the area.
- Storm winds and waves limit opportunities for additional moorings in exposed areas such as Fort Foster. Locations for storage of floats during storms should be evaluated, such as setting moorings in Chauncey Creek for storage of Pepperrell Cove floats during storm events.

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INTERVIEWS

PORT AUTHORITY

Peter Whitman (Chair of Kittery Port Authority, 2016)

KITTERY HARBOR MASTER

Derek Jacobs

WOOD ISLAND LIFE SAVING STATION ASSOCIATION (WILSSA)

Sam Reid, member

David Kaselauskas, member and lobsterman

ADDITIONAL SOURCES

TOWN OF KITTERY

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Chris DiMatteo, Town Planner

FRIENDS OF THE COMPREHENSIVE PLAN UPDATE COMMITTEE

Tom Hibschmann

FISCAL CAPACITY AND CAPITAL INVESTMENT

9

FISCAL CAPACITY AND CAPITAL INVESTMENT

The fiscal capacity and capital investment chapter provides an overview of the current fiscal health and financial commitments the Town has made. This chapter will review the Town's valuation, tax rate, revenue and expenditures, debt obligations, and planned capital improvements. Where possible, comparisons are made between Kittery and nearby communities with similar characteristics.

Summary of Key Points

- Kittery's local valuation increased by 4 percent between 2010 and 2015.
- The tax rate in Kittery increased by 10.2 percent between 2010 and 2015.
- If population continues to decline in Kittery and service demand remains at or above the current level, property taxes will likely have to increase.
- Kittery's annual revenue generation has been steadily growing year over year.
- Federal and state aid to Kittery has been shrinking since 2010 which increases the reliance on local taxes.
- Kittery has an excellent bond rating.
- The Tax Increment Financing district established for the Kittery business park carries with it debt obligations from sewer extensions. These debt obligations come due in 2017, and revenues from the TIF do not begin until 2022.

VALUATION

In the State of Maine, property valuations for municipalities are calculated by the state and the municipality. The state valuation is used to determine the levy of county taxes, state funds for education and revenue sharing, and in establishing bond debt limits. The State's valuation is informed by field work and meetings with local assessors to determine appropriate ratios of full value for which local assessments are made. Adjustments are made to local assessments using those ratios to equalize valuations at 100 percent of full and fair cash market value.

The second form of valuation occurs at the municipal level and is used to determine local taxes. The Town's valuation is based on assessed values for real estate and personal property as determined by the Town Assessor. The assessed value of property is based on recent sales of comparable properties around Kittery. In 2015, the Town's local valuation was set at \$1,409,812,100, which equals a 4 percent increase since 2010.

Figure 9.1 shows the local and state valuations for Kittery from 2010 through 2015. The State's valuation for Kittery shows a downward trajectory from 2010 to 2014. This is likely do to the State's valuation process lagging two to three years behind the current fiscal year, meaning the 2014 state valuation is really representative of conditions in 2011/2012. The decline in state valuation during this time period is likely the result of the property value adjustments coming out of the Great Recession. Valuation levels out in 2014 and rises in 2015.

TAX RATE

After the Town Assessor determines the total local valuation of eligible property within the town, the tax rate (or Mill Rate) is calculated. The tax rate is the assessment to each property owner for their share of the tax levy. The tax rate is calculated by dividing the total amount of taxes needed to support the Town’s budget divided by the local valuation. The tax rate is assigned on a one-thousandth of the assessed value of a piece of property. In Fiscal Year 2015, the approved tax rate in Kittery was \$15.52 per thousand dollars of valuation. As an example, if a property was worth \$100,000 the owner would be responsible for paying \$1,552 in taxes in FY 2015.

Figure 9.2 shows the growth in Kittery’s local valuation and tax rate from 2010 to 2015. Between 2012 and 2013, the tax rate jumped from \$14.45 to \$15.14. This was due in part to a \$1.7 million dollar increase in municipal and school expenditures while non-tax revenues only increased by \$567,000. The increase in expenditures during that Fiscal Year was due to increases in health insurance and costs associated with the new Community Center coming on line. For all other years between 2010 and 2015, the fluctuation in revenues and expenditures was fairly consistent.

With the increase in tax rate over the five-year period, individual property tax bills have increased by an average of \$495. The increase in taxes has been necessary to offset decreases in

Figure 9.1: Kittery’s Local vs. State Valuation

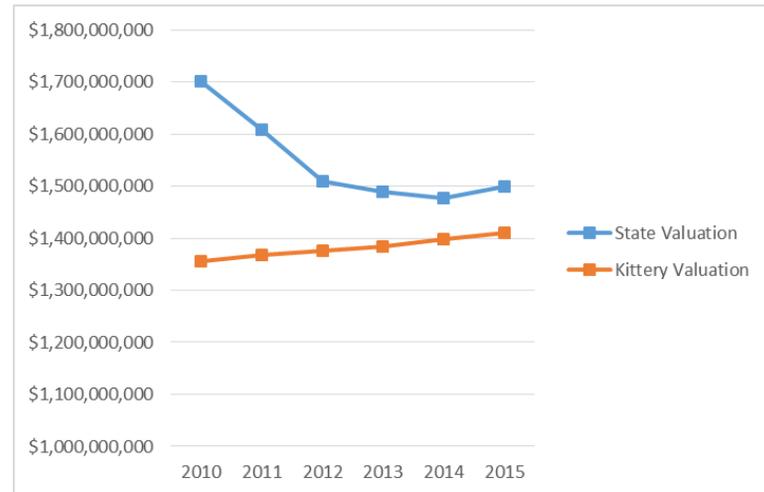
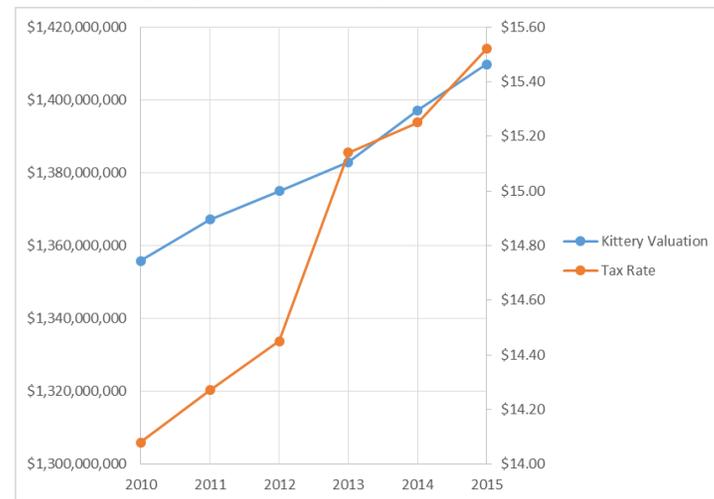


Figure 9.2: Town of Kittery Tax Rate and Valuation



KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

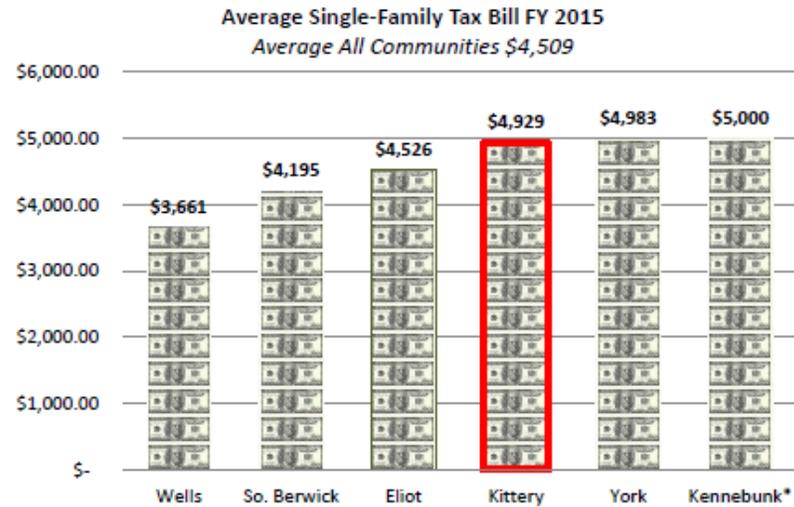
federal and state revenue sources, as well as increases in town expenses such as employee benefits and health insurance.

According to the approved FY 2016 budget document on the Town’s website, Kittery’s average single family tax bill for FY 2015 was higher than that of Wells, South Berwick, and Eliot, and nearly identical to that of York and Kennebunk (all comparable neighboring towns). The average single family tax bill in Kittery for FY 2015 was \$4,929. The valuation of property in Kittery, compared to neighboring towns, is lower. Even though Kittery’s population is almost identical to that of Wells, Kittery’s property valuation is about half as high. The higher property valuation in towns such as Wells may reflect properties and buildings which are in better condition or in more desirable locations (e.g., waterfront areas) compared to Kittery, thereby driving up assessed values. A comparison of Kittery’s average single family tax bill to other nearby towns is shown in Figure 9.3.

The Town’s Economic Development Committee has promoted the development of commercial property in town as a way to diversify the tax base. Non-residential development can result in a positive revenue to cost ratio related to the public service costs the Town will incur. Kittery does have a favorable percentage of non-residential properties on the tax role compared to neighboring communities. Approximately 78 percent of Kittery’s valuation is derived from residential properties, with 22 percent coming from commercial, industrial, and personal property. Of

the neighboring communities listed above, Kittery ranks second highest in the percent of residential versus commercial valuation.

Figure 9.3: Average Single Family Tax Bill Comparison



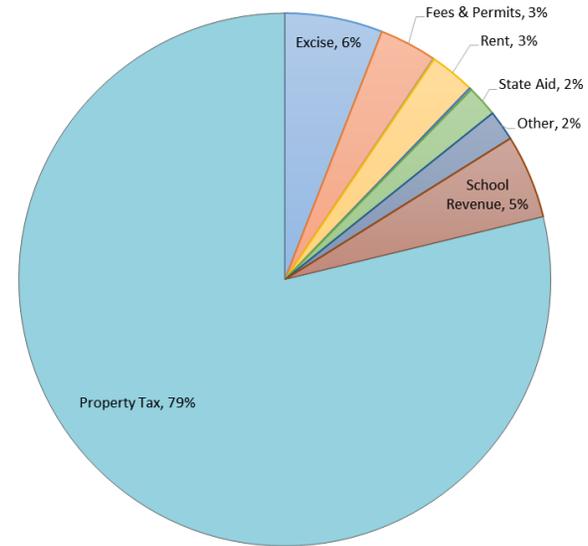
According to the Town’s Finance Director, the Town issued 149 individual tax liens against properties in 2015. Since 2010, the Town has issued 881 individual tax liens with an average of 147 per year. If property taxes are not paid in Town, a tax lien can be placed on a piece of property and could eventually lead to a tax foreclosure. The Town did not indicate that any tax lien foreclosures have occurred during this time period, however.

REVENUE

According to the approved FY 2016 budget document on the Town’s website, total revenue in Fiscal Year 2015 was \$27,124,366, including the overlay reserve. Property tax revenue made up 80 percent of the total, with municipal non-tax revenue making up another 15 percent. The remainder was shared between school non-tax revenue and the overlay reserve which is set aside to offset tax abatements. Budget information provided by the Town Manager note that revenues have been steadily increasing year over year since FY 2012. Figure 9.4 shows the breakdown of revenue sources for Fiscal Year 2015.

In addition to revenue generated locally by the municipality, the State of Maine also provides revenue sharing funding back to each municipality based a set formula which accounts for State Valuation, population, and tax assessments. According to data from the Office of the State Treasurer for calendar years 2010 through 2015, Kittery’s revenue sharing reimbursements have declined by 23.5 percent over the five-year periodⁱ. At a time when costs are increasing, particularly school expenditures, the decrease in state revenue sharing is affecting the amount of locally generated revenue needed to continue with current service levels.

Figure 9.4: Fiscal Year 2015 Revenue Sources

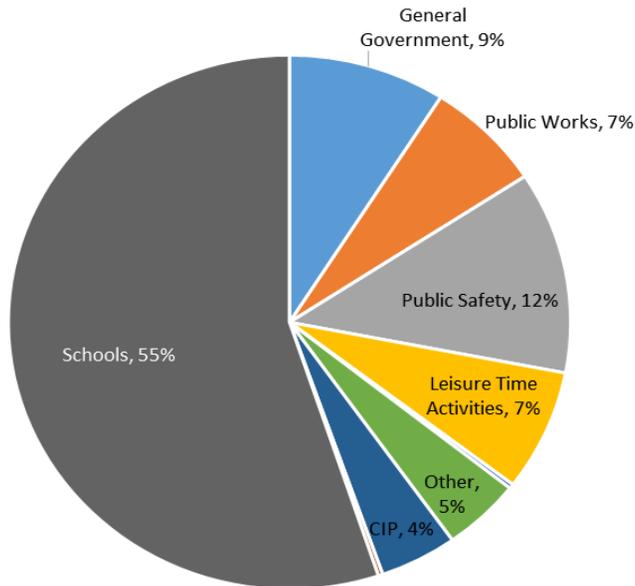


EXPENDITURES

In Fiscal Year 2015, the Town spent \$27,141,118 on town functions, services, and schools. Of the twenty-seven million in expenditures, 55 percent went to pay for costs associated with the schools. Only 9 percent of the budget was spent on general government functions such as town administration, finance, legal services, and planning.

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

Figure 9.5: Fiscal Year 2015 Expenditures



On the expenditures side, a point worth noting is the Kittery school district was not regionalized as part of the 2010 school reorganization effort. While many school districts were forced to reorganize and regionalize with neighbors, the Kittery school district chose not to. A financial analysis completed at that time indicated that regionalizing with another school district would not save Kittery much money. The school district does coordinate with York and MSAD #35 whenever possible to save money on

programming. Examples of this include the sharing of an Adult Education Director and certain transportation services.

DEBT

Municipal debt maximums are set by the State of Maine. A municipality cannot incur debt in excess of 7.5 percent of its last state valuation. This does not include debt for schools, which can raise the debt limit to 10 percent of the state valuation. Municipalities can also take on debt for storm and sewer purposes, airport expenses, and special district purposes, but at no point can that total debt exceed 15 percent of the state's equalized valuation for Kittery.

As of June 20, 2014, the Town's long-term debt obligation was \$19,043,254 or 1.27 percent of the State Valuation. Since 2010, the Town has taken on six significant debt obligations:

1. \$2,665,992 - Upgrade to waste water facilities under the Clean Water Revolving Loan Fund program.
2. \$6,750,000 - Mitchell School
3. \$5,500,000 - Community Center
4. \$1,890,000 - Mitchell School
5. \$11,990,025 - Upgrades to sewers through the Clean Water Revolving Loan Fund
6. \$3,079,000 - CIP Bonds

The two additional bonds (#5 and #6 above) increased the Town's total debt to \$32,545,880, or 2.17 percent of the State's Valuation.

The most recent bond rating completed for the Town placed it at Aa2 for Moody's and AA+ for S&P, which is one below the top bond rating.

The nearly twelve million dollar bond for sewer extensions out to the business park in Kittery was done as part of a ten year Tax Increment Finance (TIF) District initiative. As of today, no new development or betterments have taken place in the business district that would raise the tax increment to begin contributing money to paying off the bonded debt. The first debt obligation payments come due to the Town in Fiscal Year 2017 at a projected cost of \$583,617. Beginning in 2022, the anticipated tax increment payments from new development are expected. If tax increments do not increase in the coming years, the Town will be responsible for paying back the debt incurred by the public infrastructure extensions.

INVESTMENTS

At the end of Fiscal Year 2014, the Town had an unassigned fund budget totaling \$4,345,203, which was an increase of \$187,965 over the prior fiscal year. According to the FY 2016 budget summary, the Town has a policy to maintain an unassigned fund balance in an amount equal to 2-2.5 months of government operations. For FY 2014, the amount was slightly below that policy directive. It is important to note that the Town does maintain significant reserves in its capital and program budgets, and the School Department also maintains its own reserves.

CAPITAL IMPROVEMENT PROGRAM

The purpose of the Capital Improvement Program (CIP) is to establish a framework for the financing of different capital needs over time. It represents a plan to commit to and pay for capital improvements. The types of investments listed in a CIP are typically larger, more expensive, and longer lasting, and they are not regularly occurring items. Kittery's CIP process was established in 2008. The CIP Committee is appointed by Town Council and is charged with evaluating all projects greater than \$25,000 in cost with an expected life of more than five years, as well as replacement assets greater than \$5,000. The Committee develops a five-year plan and submits it to the Town Manager for incorporation into the fiscal year budget request.

The FY 2016 recommended CIP was relatively level funded at \$1.159 million dollars in order to meet the Council's guideline of a maximum 1.7 percent increase in expense over the previous year. A majority of the CIP funding requests are for standard expenses that may come up in a given year such as equipment maintenance/replacement, sidewalk projects, parking lot maintenance, school building upgrades, and improvements to parks and recreation facilities.

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

ISSUES, CHALLENGES AND OPPORTUNITIES

The following is a preliminary list of issues, challenges and opportunities posed by the findings of the inventory of existing conditions of Kittery's fiscal capacity.

ISSUES AND CHALLENGES

The Town's tax rate has continued to increase even as local valuation increases. This is the result of a decrease in federal and state aid contributions and rising municipal expenditures largely outside the control of Town government. If total population continues to decline in Kittery, the tax base will need to spread across a smaller number of households, thereby continuing to increase taxes in the community.

In regards to future debt, the Town must ensure that when taking on debt with the expectation it will be paid off through a TIF or other measures that the Town be certain projections of future tax revenues will be realized. If not, the Town will be responsible for repaying a portion, or the entirety, of the debt obligation.

OPPORTUNITIES

Kittery is currently in very sound fiscal health. Current debt obligations are low as a percentage of total valuation, expenses are relatively stable, and revenues are rising. The Town should consider how it can increase its local valuation by encouraging the development or improvement of property in town as a way to increase assessed values. The Town's average tax bill for

homeowners is high when compared with nearby neighbors. This could have the effect of pricing lower- and middle-income households out of Kittery. The Town is already losing population, and a continued decrease to the population base will impact future tax receipts.

Through the Comprehensive Plan process, the Town should be thinking about the future of the commercial properties along Route 1 and the implications of what may happen if those ever turn over. The Town's commercial tax base is high relative to surrounding communities, and losing that diversity in the tax base would be cause for concern. This could be helped by the projected build-out of the Business Park area along Route 236. Sewer service has been extended to the area, and water is expected to be extended by the developer in the future.

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

REFERENCES

DOCUMENTS

- Town of Kittery Approved Budget for Fiscal Year 2016.
- 2016 Kittery Capital Improvement Plan.
- Kittery Bond Rating Statement dated September 1, 2015.
- TIF District #3 – Business Park Report dated December 13, 2010.
- Revenue Sufficiency Analysis, provided by Nancy Colbert Puff on February 9, 2016.

ⁱ Office of the State Treasurer of Maine website.

http://www.maine.gov/treasurer/revenue_sharing/monthly_distribution_s.html. Data pulled for January 2010 through December 2015.

INTERVIEWS

- February 9, 2016 – Nancy Colbert Puff, Kittery Town Manager.
- February 12, 2016 – Allyn Hutton, Kittery School District Superintendent (via email).

LAND USE

10

LAND USE

The land use chapter provides an overview of the land use patterns and zoning regulations in Kittery. This chapter will discuss the variety of land uses in Kittery and provide a general overview of the town's residential, commercial, and industrial zoning districts and the permitting process.

Summary of Key Points

- The land use pattern in Kittery varies greatly as one travels from north to south.
- Development, particularly residential, has been occurring in the limited/no growth areas of Town.
- The density of development drops considerably between the southern and northern portions of town.
- A majority of the land in Kittery is being utilized for residential development and open space.
- Kittery has eighteen zoning districts, many with overlapping use allowances and dimensional standards.
- Kittery has four overlay districts to help protect wetlands, waterways, and fisheries.
- The Industrial district lacks dimensional standards to guide the design of future development.
- The Route 1 Mixed-Use district's dimensional standards may not allow for a built form consistent with the district's intended purpose.



OVERVIEW

The term “land use” refers to the way in which land is utilized in a community to support different activities. The land in a town may be used to support the development of residential, commercial, industrial, or institutional uses. Land can also be used for roadways and utility corridors. Land can also be open, vacant, or preserved for public use or wildlife. The land use patterns that developed over time in a town are telling of the era, the mode of transportation used at the time, the geography of the land, access to water resources, and the economic status of the people who lived there.

As a component of the Comprehensive Plan, land use is connected to all other components because everything is in one way or another connected to land. The Town’s housing stock, commercial land supporting economic development, open space, community facilities, recreation opportunities, transportation connections, and the tax base are all tied back to land. Zoning, which was introduced in the early twentieth century, is a method of regulating land use with the intent of defining and managing growth and community character. The resulting vision and goals of this Comprehensive Plan will help shape recommendations for the future land use patterns and zoning regulations in Kittery. In concert with the goals for the other elements of the Plan, zoning changes can become a key mechanism for implementation.

EXISTING CONDITIONS

GENERAL LAND USE PATTERNS

Kittery was incorporated in 1647, making it the oldest town in Maine. Kittery sits on the southern border of Maine and New Hampshire, bounded on the eastern and southeastern sides by water. Water has been a major contributor to Kittery’s history since 1647. In the late 1600s, the area was a source of masts for the Royal Navy resulting in much of the land being harvested of timber. The creation of the Naval Shipyard in 1800 helped shape much of Kittery up through the mid-twentieth century. Over the following decades, housing and businesses were constructed adjacent to the Navy yard, and this resulted in the creation of what is known today as Foreside and Kittery Point¹.

Today, Kittery is primarily a residential community with housing located in nearly every section of the town with the exception of the Route 1 outlet malls. Housing types range from large waterfront estates on Gerrish Island to small scale apartments for senior residents at Meetinghouse Village, and just about everything in between. Since the adoption of the last Comprehensive Plan in 1999, there have been approximately 524 new housing units constructed in Kittery. A more detailed discussion of residential land use patterns is explained in the Recent Development Patterns section.

The Town has a strong, and growing, commercial base anchored primarily by the area along Route 1 where the Outlet Malls reside and the more traditional “downtown area” of the Foreside. In addition to these two commercial areas, Kittery also has other business nodes which range in size and include locations like the Route 1 Bypass, the Business Park, the mixed use area along Route 1 north of the Outlet Malls, and Gourmet Alley. For a more detailed description of each commercial area, see the Economic Development Chapter of the Comprehensive Plan.

Industrial development has played a significant role in Kittery’s economy for decades with the Portsmouth Naval Shipyard (PSNY). While the employment composition of the Shipyard has changed over time, it still stands as the largest employer in Kittery. Smaller pockets of industrial land uses can be found along Ranger Drive, Dennett Road (Route 236), and at the Watts Fluid facility along Route 1 north of the Outlet Malls.

The Town has a fairly substantial amount of land held as open space (both protected and unprotected/undeveloped). This includes a range of open space types such as federally protected land in the Rachel Carson Wildlife Refuge, one of the last remaining active farms at Rustlewood, and Town Forest a seventy-two-acre town-owned forest. Although the prior Comprehensive Plan called for limited growth and increased land conservation in the areas north of Spruce Creek, this goal was not fully realized over the last sixteen years.

Land use and development patterns vary considerably throughout Kittery. To describe the differences in a more geographic manner, the Town has been broken up into seven different districts following the same districts used in the 1989 Comprehensive Plan. The following sections provide a summary of each district’s patterns. The boundaries for each district can be seen in Figure 10.1.

NORTH KITTERY DISTRICT

The North Kittery District is located north of Route 236 and west of Interstate 95, and was one of the more rural sections of towns. New residential development, particularly along Cutts Road, Gee Road, Remicks Lane, Wilson Road, and Route 236, have carved up the rural landscape for a more suburban-style residential development pattern. The 1999 Comprehensive Plan recommended this area remain a no/limited growth district, and the area is zoned as such with the Residential – Rural (R-RL) designation. The North Kittery District is home to one of the last remaining working farms in Kittery, Rustlewood Farm. The north side of Route 236 is dotted with several commercial and industrial businesses which include Taylor Lobster Company, PTE Precision Machining, and the Kittery Resource Recovery Facility.

WEST KITTERY DISTRICT

The West Kittery District is located south of Route 236 and west of Interstate 95, bounded by the east side of Eliot. This area is a mix of commercial development along Route 236, and suburban residential development around the edges of Spinney Creak along Dennett Road, Leach Road, and Bolt Hill Road. The West Kittery District is the location where the Kittery Business Park is planned for, which may include new commercial businesses, offices, and residential units. Existing commercial uses are currently limited to the south side of Route 236 where businesses such as Kennebec Equipment, Gagne and Son, and Great Bay Academy of Dance are located. Since 2000, this area has seen some new development primarily in the form of suburban-style residential along the north side of Dennett Road. There have been a few commercial and industrial developments as well, mostly limited to Route 236 and the west end of Dennett Road.

ROUTE 1 DISTRICT

The Route 1 District falls in between Route 1 and Interstate 95 and runs from the York/Kittery line to the north down to the interchange of I-95 and Route 236. This is the primary commercial corridor in Kittery, and the location of the Kittery Outlets and the Kittery Trading Post. Commercial land uses are most prevalent between the interchange and Cutts Road, with a few houses off Ox Point Drive and Cottage Way. North of Cutts Road the land uses and development pattern change dramatically with larger

parcels of land housing single use buildings, and wide swaths of open spaces between developments. There is a mix of mobile home parks, a large rehab and long-term care facility, a large multifamily apartment complex, and several stand-alone retail buildings and restaurants. Since 2000, very little new development has occurred in this district despite zoning changes and this being a primary growth area for the Town.

DOWNTOWN DISTRICT

Bounded by I-95 to the west, the Piscataqua River to the south and Spruce Creek to the east, the Downtown District is a unique mix of dense residential neighborhoods and commercial nodes. This area includes the Foreside, commercial strips along the Route 1 Bypass, higher density residential developments like Admiralty Village, and neighborhoods off Government Street, Whipple Road, and Philbrick Avenue. The Downtown District has been the historical center of Kittery for decades, and has seen a renaissance recently with the success of the Foreside. Since 2000, there have been a number of residential, commercial, industrial, and mixed use developments that have occurred. In addition to the Route 1 District, the Downtown District was the other primary growth area in Kittery identified in the 1999 Comprehensive Plan.

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

BARTLETT ROAD AND KITTERY POINT DISTRICTS

These two districts, north of Spruce Creek, were two rural districts in Kittery that included open spaces, forested land, and farms. Over the last thirty years, large lot subdivisions have been slowly carving up the landscape and creating suburban-style subdivisions on what was once open land. This land use type and development pattern continued after the year 2000 with residential subdivisions off Norton Road, Lewis Road, Bartlett Road, and Haley Road despite the 1999 Comprehensive Plan calling for no/limited growth in these locations.

This area also includes Kittery Point, located along Route 103 between Pepperrell Cover and Barters Creek. Kittery Point is a mix of waterfront homes, small residential neighborhoods, and pockets of neighborhood-service commercial development. The 1999 Comprehensive Plan labeled Kittery Point a neighborhood conservation area, which would allow modest infill development complementary to the existing character of the area.

ISLANDS DISTRICT

The Islands District covers Gerrish Island on the mainland of Kittery, and the Isles of Shoals off the coast of Kittery. Gerrish Island is a mix of large single-family residential homes and conservation land. Pocahontas Road and Goodwin Road create a loop around Gerrish Island with the central feature of the Delano Easement protecting approximately 400 acres of land in the middle of Gerrish Island. Access roads and drives emanate off the

loop road providing access to the homes and small subdivisions on the island. Since 2000, there have been several residential developments on Gerrish Island but not nearly at the level of what occurred in some of the other no/limited growth areas in Kittery.

Table 10.1: Land Use Acreage

Town of Kittery, 2015 Assessors Data	Kittery
PERCENT BY LAND USE TYPE	
Agriculture	2.3%
Auto Centric Commercial	0.2%
Industrial	2.3%
Institutional	2.7%
Multifamily	4.5%
Office/Bank	0.4%
Open Space	21.4%
Other Commercial	0.8%
Residential	53.3%
Restaurant/Retail	1.5%
Utility	0.1%
Vacant Land	10.4%

RECENT DEVELOPMENT PATTERNS

Between the years 2000 and 2016, the Town permitted new development on just over 1,100 acres of land, which included 524 new residential lots and/or units. Of those new lots/units, 36

percent were permitted in the Residential – Rural (R-RL) zoning district. In the R-RL district, there were 187 units/parcels permitted on nearly 750 acres of land over the sixteen-year period. Contrast that with new residential development in the Residential – Urban (UR) district where 150 units/parcels were permitted on only ninety-seven acres of land. New residential development in the R-RL district accounted for 74 percent of the acreage of all new development permitted in Kittery. The residential development permitted in the UR district only utilized 7 percent.

This speaks to the continued suburbanization of Kittery’s outlying rural residential districts since the adoption of the 1999 Comprehensive Plan. That plan called for conservation of land in the rural zoning districts, and promoted the clustering of new housing to conserve land, resources, and the cost of supplying public utilities and infrastructure.

Figure 10.2 shows the location of new development built between 2000 and 2016.

APPROVED SUBDIVISIONS 2000-2016

In addition to looking at overall land use patterns in Kittery, a list of approved subdivisions was compiled to illustrate the number of lots or units approved between 2000 and early 2016. Over this sixteen-year period, nearly 36 percent of approved lots and housing units were within the Residential Rural (RR/R-RL) zoning

district. Another 12 percent were within the Residential Suburban (RS) zoning district.

The future land use map and goals from the 1999 Comprehensive Plan provided a framework for directing new residential growth toward the areas all along Route 1 and southeast of Route 1 down through the Foreside. Areas zoned R-RL were designated as rural/non-growth locations to help preserve the land, natural and agricultural landscapes, and water quality. This strategy was not successful, as more than one-third of new lots and units approved during the last sixteen years fell within the areas designated as no-growth. Table 10.2 provides information on the approved subdivisions from 2000 through the first part of 2016.

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

Table 10.2: Approved Subdivisions 2000-2016

Town of Kittery Planning Department, 2016

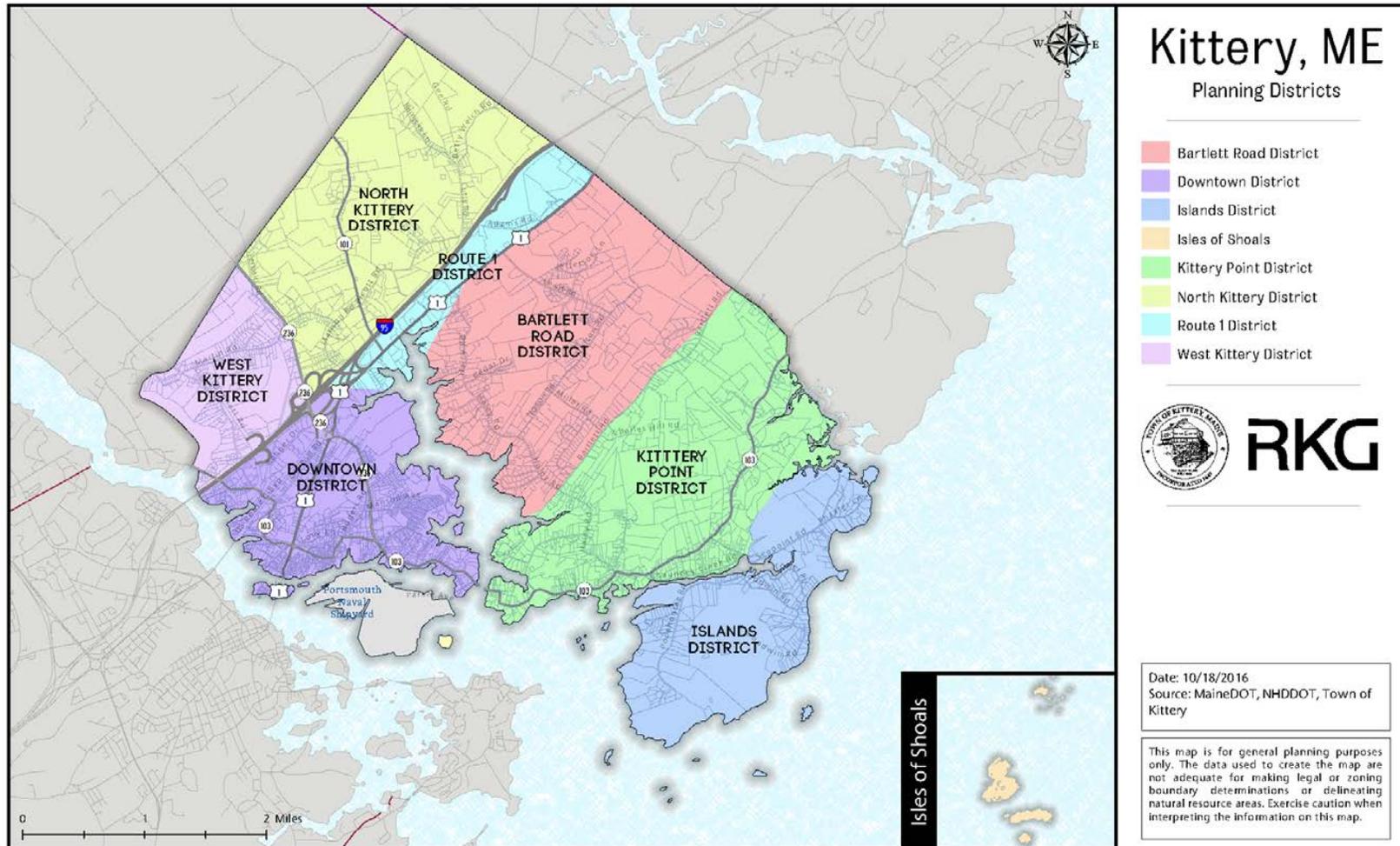
Date	Map/Lot	Street/Subdivision	Zoning	# Lots/Units Approved
2000	60/24, 24A,24B	Adams Road. Sentry Commons Health Center	MU & RR	6 Lots
2001	8/41	Off Route One Meetinghouse Village Village Green Drive	UR	26 Units
2001	22/21	Off Rogers Rd Shepards Cove Coventry Assets	UR	108 Units
2001	1/44	Add'l Units Exist Structure	UR	NET +2
2001	34/5	Off Haley Road ROW Extension	RR	NET +2
2001	20/41	Off Martin Road ROW Plan	SR	NET +2
2001	18/35&35-1	Lawrence Lane Amend Subdivision	SR	NET -1
2001	30/26&26A	Off Manson Rd ROW Extension	RR	NET +2
2002	17/43&24	Off Route 103 Major Subdivision	UR	10 Lots
2002	15/59	Off Boush Street Kittery Apartments	UR	17 Units
2002	12/1	Off Dennett Road Minor Subdivision	SR	3 Lots
2002	1/33	32 Badger's Island West	BI	3 Units
2002	62/15C	Off Bartlett Road ROW Extension	RR	NET +2
2002	48/1	Off Haley/Trafton Ln Whitetail Subdivision	RR	NET +2
2003	22/21	Off Rogers Rd Amended Subdv	UR	113 Units
2003	61/25&26	Off Lewis Road Major Subdivision	RR	40 Lots
2003	4/188	9 Main Street Subdivision	KF	6 Units
2003	61/8,9&11	Off Norton Road Major Subdivision	RR	13 Lots
2004	19/4-2	Ridgewood Drive Amended Maj Subdv	SR	NET+1
2004	22/21	Off Rogers Rd Amended Subdv	UR	115 Units
2004	65/18&18A	Off Remicks Lane ROW Extension	RR	4 Lots
2004	61/19A	Off Lewis Road Hill Creek Drive Amended Subdivision	RR	9 Lots
2004	61/28A	Off Lewis Road ROW Plan Review	RR	3 Lots
2005	65/17&17B	Off Remicks Lane ROW Plan Review	RR	NET +1
2005	4/91&	Off Wentworth	KF	6 Units

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

Date	Map/Lot	Street/Subdivision	Zoning	# Lots/Units Approved
2006	41/5	Off Haley Road Janah Subdivision	RR	6 Lots
2006	63/64	Off Brave Boat Harbor ROW Plan	RR	NET +2
2006	3/69	Bridge Street Major Subdivision	LB	8 Units
2006	61/4	Off Norton Road ROW Plan review	RR	NET+1
2007	51/2	Off Pocahontas Road Minor Subdivision	RC	3 Lots
2007	39/17A	Off Haley Road Fuller Brook Estates	RR	8 Lots
2007	66/22	Off Woodside Woodside Meadows	RR	5 Lots
2007	54/16	Off Wilson Rd. Pentucket (Devon) Woods	RR	12 Lots
2007	42/20 & 20A	Off Haley Road ROW Plan review	RR	NET +1
2008	69/18	Brave Boat Harbor	RR	3 Lots
2008	12/1	Off Dennett Road KMB Builders	SR	8 Lots
2008	61/8	Off High Point Circle Operation Blessing Subdivision	RR	3 Lots
2009	57/7	Frog Hollow Lane – Division of Land- Amend ROW Plan	RR	2 Lots
2010	38/13	Cottage Way (Rt One) Spruce Creek Subdivision	RR	10 Lots
2010	18/22A, 22B, 22C	Off Pepperrell Rd. Sluiceway Condominiums	KPV	4 Units
2011	48/8 61/29	Clover Landing	R-RL	14 Lots
2011	65/12	Clayton Lane	R-RL	4 Lots
2012	54/4A, 4A1, 4A2	8 & 10 Pettigrew Rd	R-RL	3 units NET +1
2012	29/20A, 20B1, 20C, 20D	10 – 16 Jewett Lane	R-RL	4 lots
2012	3/2	50 State Rd	BL-1	3 units NET +1
2013	65/26	44 Remicks Lane	R-RL	3 lots NET +1
2013	61/25, 29	Lewis Farm II	R-RL	17 Lots
2014	47/18-4	Roylos (Haley Rd)	R-RL	2 Lots
2014	28/14	93 Route 236	C-2	3 lots NET +1
2014	54/14	Burns (60 Wilson Road)	R-RL	9 Lots
2014	22/21	Shepard's Cove (Rogers Rd)	R-U	95 units NET -20
2014	63/19	143 BBH	R-RL	4 lots
2015	28/14	“Morgan Court” Fernald Rd	C-2	4 lots (9 units)
2016	66/24, 25	Yankee Commons	MU	77 sites

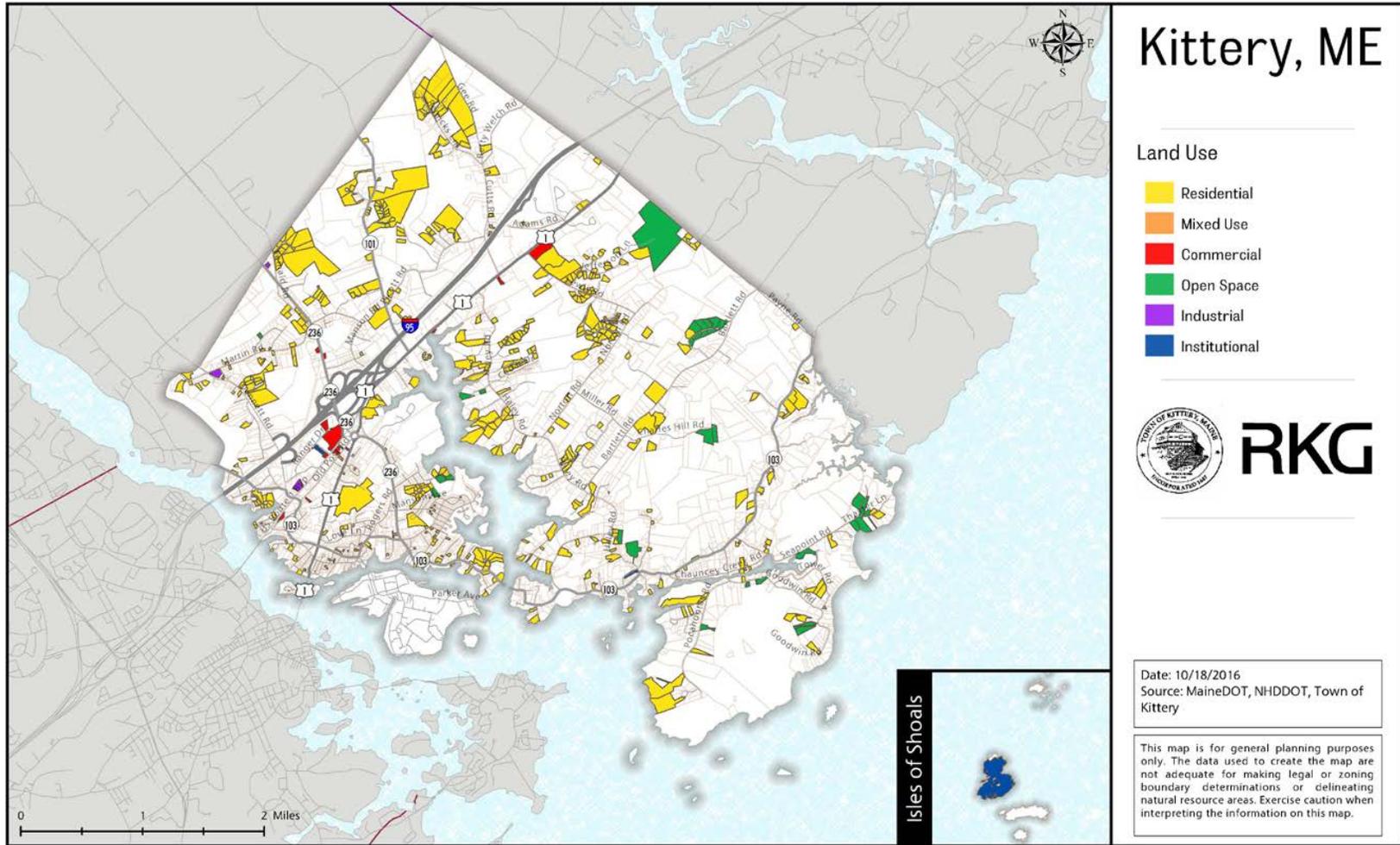
KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

Figure 10.1: Planning District Map



KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

Figure 10.2: New Development by Land Use Category in Kittery (2000-2016)



ZONING IN KITTERY

An important component to any Comprehensive Plan is a review of the Town's zoning. The local influence over the character and quality of the built environment is the underpinning of zoning control. Through the written regulations of zoning and the graphical representation on a zoning map, a town can guide future development in a way that benefits the people who live and work there.

USE DISTRICTS

The current Land Use and Development Code, last amended on October 26, 2015, divides Kittery into eighteen base zoning districts with four overlay zones. These base zones are divisions of land based upon the uses desired in each, e.g., residential, commercial, industrial, etc. The overlay districts are primarily in place for the protection of wetlands, waterways, and fisheries. There is nothing inherently wrong with having a large number of zoning districts so long as the intent of the district is captured by the regulations written. Table 10.2 shows the percentage of land in each zoning district in Kittery.

RESIDENTIAL

Approximately 78 percent of the land in Kittery falls within residential zoning districts, primarily the Residential – Rural (R-RL) district. This comprises nearly all of the land north of Spruce Creek and the northwest corner of Kittery. The remainder is

within the Rural Conservation, Suburban, Urban, and Village residential districts. The Rural Conservation district comprises all of Gerrish Island and Cutts Island on the east side of Kittery, making up over 11 percent of the total land area.

The six different residential districts are each written with a different purpose statement, permitted uses, and dimensional requirements. The R-RLC district is the most restrictive, requiring a minimum lot size of 80,000 square feet (nearly two acres) and a 6 percent building coverage allowance. The Residential Suburban, Urban, and Kittery Point Village districts have very similar dimensional requirements but slightly different use regulations. Each requires a minimum lot size of 40,000 square feet (one acre), and each limits building coverage to 15-20 percent of the total lot area with large setback requirements and 15 percent open space on the lot. The purpose statement for each district seems clear, but the dimensional regulations may not be accomplishing what the district is intended to do. For example, the purpose of the Rural Residential district is to curb sprawl and maintain a rural character. With a minimum lot size of 40,000 square feet and generous setback requirements, it has almost the same dimensions as the suburban and Kittery Point residential districts. Although the purpose statements for each are different, the dimensions do not vary very much. This supports why a great majority of residential growth through subdivisions has been in the R-RL portion of town over the last two to three decades.

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

Table 10.3: Zoning District Acreage

Town of Kittery, 2015 Assessors Data	Kittery	
PERCENT BY ZONING DISTRICT	Acres	Percent
Business – Local	65	0.6%
Business – Local 1	41	0.4%
Business – Park	101	1.0%
Commercial - 1	113	1.1%
Commercial - 2	68	0.6%
Commercial - 3	115	1.1%
Conservation	973	9.2%
Mixed Use	470	4.5%
Mixed Use - Badgers Island	13	0.1%
Mixed Use - Kittery Foreside	56	0.5%
Residential - Kittery Point Village	466	4.4%
Residential – Rural	5,175	49.0%
Residential - Rural Conservation	1,187	11.2%
Residential – Suburban	642	6.1%
Residential – Urban	718	6.8%
Residential – Village	84	0.8%
Transportation – Maine Turnpike	0	0.0%
Industrial	275	2.6%

Among the allowable uses for each district, the only major difference between residential districts is the allowance of duplexes in both Village districts and multi-unit residences in the Kittery Point residential district, which are limited to buildings with less than four units. Otherwise, each district allows single family homes, modular homes, and a variety of civic and recreational uses.

COMMERCIAL

Kittery has three business districts, three commercial districts, and three mixed use districts which all allow different types of commercial uses. The commercial areas are mostly limited to the areas around Route 1, Route 236, the Route 1 Bypass, and the Foreside/Downtown. These are the main transportation thoroughfares and locations where goods and services can be easily reached by residents, regional shoppers, and tourists alike.

BUSINESS DISTRICTS

The three business zoning districts, Business Local, Business Local 1, and Business Park, differ quite a bit from each other and have regulations that generally match the purpose of the district. The Business Local 1 (B-L1) district resides in two locations in Kittery, both on the edges of the Foreside/Downtown Kittery area. The purpose of this district is to encourage smart growth and good urban design patterns in a way that will serve as a focal point for the provision of local sales, urban residences, services, and business space. The development pattern should reflect traditional New England buildings with commercial uses on the first floor with residences above. This is supported by smaller minimum lot sizes, higher lot coverage, and less restrictive setback requirements.

The largest sections of the Business Local (B-L) district are located along the southern portion of State Road (Route 1) and the southeast side of the Route 1 Bypass in the vicinity of Sarah

Mildred Long Bridge. The purpose of this district is to provide local sales, services, and business space within Town. The nature of the location of this district is such that it supports more local-serving retail and services compared to farther up Route 1 where the outlets are. The current uses along Route 1 and the Route 1 Bypass are single-use commercial buildings and single family residences. This district does not have a minimum lot size or a maximum building coverage, and it has relatively minimal setback requirements compared to many other districts in the Town. This, and the B-L1 district, are the only zones that have a maximum front yard setback versus a minimum. Single family dwellings are permitted in the district, but are regulated by a fairly large minimum lot size per dwelling unit requirement for parcels where sewer service is not yet available. This is in alignment with the state's minimum lot size for lots served by septic.

In addition to the larger sections of Business Local along State Road (Route 1) and the southeast portion of the Bypass, there are several smaller pockets of B-L1 that help support neighborhood serving local retail. For example, just north of the intersection of Whipple Road and Shapleigh Road there is a small pocket of B-L1 which contains uses such as a gas station, brewery, two banks, and a hardware store. Further east along Route 103, in Kittery Point, there are two more areas of B-L which contain gas stations, a market, and a post office.

The Business Park (B-PK) zoning district encompasses the business park area between Dennett Road and Route 236, where

sewer service was recently extended. The purpose of this district is to create a high quality park-like setting for both businesses and residences. The area encourages a cluster of mixed use development on large tracts of land to foster greater business growth and a sense of community. The intent of the district is to provide a more efficient use of land than might be obtained through segregated development. Currently, the land area contained within this zoning district is vacant therefore there are no prevailing development patterns to describe. The district has a very high minimum lot size (120,000 square feet) compared to the other business districts. The district also requires a minimum of 10,000 square feet per dwelling unit for any residential development including apartments. This severely restricts the amount of residential that could be accommodated on a parcel of land in the district, and would make it difficult to accomplish the mixed use pattern as intended.

COMMERCIAL DISTRICTS

The Commercial 1, 2, and 3 districts provide locations for general retail sales, services, and business space in locations capable of serving community-wide and regional trade areas which are primarily accessible by the automobile. These three commercial districts are located along Route 1 north of the traffic circle and Route 236 and along the northern section of the Route 1 Bypass. Each of these areas are set up to accommodate local and regional traffic and serve as a retail and employment destination. These commercial areas, unlike the business districts, do not allow

residential development. Each requires a minimum of 40,000 square feet of land in order to develop with large front, side, and rear setbacks.

The purpose of these districts matches well with what has been constructed to date in Kittery. Along Route 1, the regional outlets, restaurants, and hotels do serve a very wide trade area, drawing patrons from all over New England. The development along the Route 1 Bypass includes a number of motels, convenience stores, gas stations, and small retail and sales establishments. The development along Route 236 is very similar to the Bypass, with a number of stand-alone commercial and service-oriented buildings on single parcels. Along the Bypass and Route 236, there are several single family homes that dot the landscape in between commercial development.

MIXED USE DISTRICTS

The final commercial district type in Kittery are the three mixed use districts: Mixed Use (MU), Mixed Use-Kittery Foreside (MU-KF), and Mixed Use-Badgers Island (MU-BI). The MU-KF and MU-BI districts are very specific to two well-established mixed use areas in Kittery, the Foreside and Badgers Island. These two locations have a long development history of mixing both residential and commercial uses for decades. The development pattern that comprises both locations is representative of a walkable, compact, mixed use village district. Buildings were constructed in close proximity to one another, and the roadway network is more gridded than what can be found in other parts of Kittery. It is worth noting that the entirety of Badgers Island falls within the Shoreland Overlay Zone.

Both mixed use districts have very similar purpose statements which relate to their ability to provide businesses, services, and residences as a way to help revitalize areas in close proximity to the Shipyard and Portsmouth. Both require a balance of businesses and homes to keep the support the area's vitality and create sustainable economic development opportunities. While the purpose statements are similar, the development pattern is quite different. Approximately 75 percent of the land area on Badger's Island is subject to the restrictions of the Shoreland Overlay Zone which impacts what can be built and the density allowed.

The main difference between the two mixed use districts in terms of uses is apartments are not allowed in the MU-BI district, where they are allowed at up to twelve units per lot in the MU-KF district. While residential is allowed in both districts, the minimum land area per dwelling unit requirements of 5,000 to 6,000 square feet will make those uses difficult to accommodate. The lot sizes in both districts are already quite small, which would require a developer to have to assemble several parcels to build a multifamily or mixed use building. This increases to 10,000 square feet in the Shoreland Zone which covers the Badgers Island mixed use district. The setback requirements in both districts are very low and will help new buildings match the character of older structures.

The Mixed Use (MU) district along the northern segment of Route 1 is very different than the two districts previously described. The purpose of the district is to provide opportunities for a mix of office, service, and limited residential and retail uses to alter the pattern of commercial activity on Route 1. A mix of uses on a single parcel is desired, and in some cases required

according to the zoning. The MU district is intended to accommodate growth along Route 1. The minimum parcel size is 200,000 square feet (roughly 4.5 acres). The district is set up to accommodate primarily commercial uses, but no more than 15 percent of total square feet can be dedicated to retail (including parking) and no more than 20,000 square feet can be dedicated a single retail use.

Residential development is allowed in the MU district, but single family homes must have a minimum of 200,000 square feet of land area per dwelling unit. Multifamily units can only be developed as part of the upper stories of a mixed use building and require a minimum land area of 40,000 square feet per dwelling unit. If the building is served by sewer, the minimum is reduced to 20,000 square feet per unit. If the development is for eldercare, the minimum land area per dwelling unit requirements drop significantly so long as the development is connected to public sewers. A unit with two or more bedrooms requires only 5,000 square feet of land area per unit, 4,000 square feet for units with less than two bedrooms, and 2,500 square feet for a residential care unit. For nursing care and convalescent care units, the minimum drops to 2,000 square feet. A large portion of this zone is being developed as residential through the expansion of the Yankee Common Mobile Home Park.

INDUSTRIAL

The Industrial zoning district in Kittery is exclusively relegated to the Naval Shipyard, making up about 2.6 percent of the Town's land area. The use regulations for the district are standard, allowing manufacturing, research and development, and

accessory structures to a home occupation. Interestingly, the Industrial district does not have any dimensional standards outside of minimum side and rear yard setbacks of thirty feet. While flexibility is certainly encouraged with the rapidly changing definition of industrial uses, some baseline dimensional standards could be beneficial especially if the district were to expand to other parts of town.

OVERLAY DISTRICTS

In addition to the base zoning districts identified in the zoning code, there are three additional overlay districts in Kittery. The Resource Protection (OZ-RP), Shoreland Protection Area (OZ-SL), and the Commercial Fisheries/Maritime uses (OZ-CFMU) overlay districts are in place to help the Town protect natural resources and water bodies from the impacts of development, and as a way to promote fishing and maritime uses.

The Shoreland and Resource Protection Overlays are intended to further the maintenance of safe and healthful conditions; prevent and control potential water pollution sources; protect spawning and birding grounds; and preserving access and views to coastal waters. The Resource Protection Overlay primary covers inland parcels where fresh water bodies or wetland occur, while the Shoreland Protection Overlay pertains to inland freshwater resources and the coastal shoreline of Kittery. The zone encompasses a 250-foot buffer from the upland edge of the protected resource. The required setback is 100 feet, and reduced

to seventy-five feet in the Kittery Foreside and Badgers Island mixed use districts. Within the overlay by-right uses are extremely limited. Within most zoning districts the only use permitted within the overlay is public open space or recreational uses, with some exceptions for civic uses. All other uses that would otherwise be allowed in the underlying zoning district are required to be permitted through Special Exception.

The Commercial Fisheries Overlay is different from the Protection Overlays. The OZ-CMFU is to provide for the development and expansion of water-dependent commercial fisheries/maritime activities. Areas in the overlay should have been chosen based on suitability criteria that include shelter from prevailing winds/waves, slope of the land, depth of the water body within one hundred fifty feet of the shoreline, and compatibility with adjacent uses. Parcels that fall under this overlay district are primarily located along the Foreside, Kittery Point, Badgers Island, the Naval Shipyard, and select parcels up the coast along Pepperrell Road and Chauncey Creek Road. The permitted uses under the overlay include all functionally water dependent commercial fisheries and maritime uses, as well as the permitted uses under the base zoning districts. This creates issues where the majority of properties end up being nonconforming.

KITTERY COMPREHENSIVE PLAN EXISTING CONDITIONS INVENTORY

Figure 10.2: Zoning Map



IDENTIFICATION OF PRELIMINARY ISSUES, CHALLENGES AND OPPORTUNITIES

The following is a preliminary list of issues, challenges and opportunities posed by the findings of the inventory of existing conditions of Kittery's land use and zoning. Please note that these are subject to change with the preparation of goals and objectives, not yet drafted (at the time the inventory was prepared).

ISSUES AND CHALLENGES

The Town's Zoning Code has several issues and challenges as it pertains to implementing the land use vision of Kittery residents. The purpose statements for several of the base zoning districts, and the accompanying dimensional regulations are not in sync. Currently, there are eighteen individual zoning districts across Kittery. This is a large number of districts for a community of nine thousand residents. It may not be an issue if the purpose of the district and the implementation regulations are in alignment. In Kittery, that is not always the case. Here are some issues and challenges with the current zoning districts, use restrictions, and dimensional regulations:

- Some of the zoning districts that regulate the same type of use (residential, commercial, mixed use) have very similar dimensional requirements and only differ by one or two listed uses. There seems to be a lot of redundancy in

the regulations. This is particularly true for the three commercial zoning districts (1, 2, and 3).

- The minimum lot size requirements for "rural" residential zoning districts are seen by some as too restricting and by others as not large enough. The Town needs to determine whether or not it wants to protect these rural areas or continue to allow suburban-style residential subdivisions.
- The mixed use district along Route 1 requires a minimum lot size of 200,000 square feet, yet the district purpose statement calls for smart growth or cluster development. It will be challenging to create a more compact development pattern using these large lot size minimums.
- The Commercial districts all have the same dimensional requirements, but differ when it comes to the design elements listed for each. Most of the design standards in the zoning are good ideas, and should apply to all three districts.
- The Commercial districts do not currently allow residential uses. The Town may benefit in the long term from allowing a diversity of uses in the Commercial districts to create additional flexibility for property owners, and construct residential units in closer proximity to local businesses.
- The Industrial zoning district is currently limited to the Naval Shipyard. There are currently no other areas in Town that support industrial development, neither heavy industry or light manufacturing.

- The Route 1 Mixed Use district may become problematic with its extremely large minimum lot size. A property owner could construct a single family home on a 200,000 square foot lot and effectively remove that lot from providing any economic development benefit to the Town. It will also be challenging for a developer or property owner to make a mixed use development work in this district with restrictions on upper-story residential. The minimum lot size per dwelling unit requirements are very high and would only allow a few units to be constructed on a parcel. This could create financial feasibility challenges for the property owner/developer.

OPPORTUNITIES

The Comprehensive Planning process provides an excellent opportunity to hold a community-wide discussion about development and preservation goals in the context of how zoning can be used as a tool to accomplish those goals. In some cases, the current zoning regulations may not match the intent and purpose of the district. Where that disconnect exists, it offers an opportunity to recommend changes that could bring the intended purpose of the district and the regulations that bind uses, dimensions, parking, and other elements together.

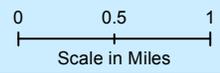
**Kittery
Comprehensive
Plan Update
2016**



Map 10.1

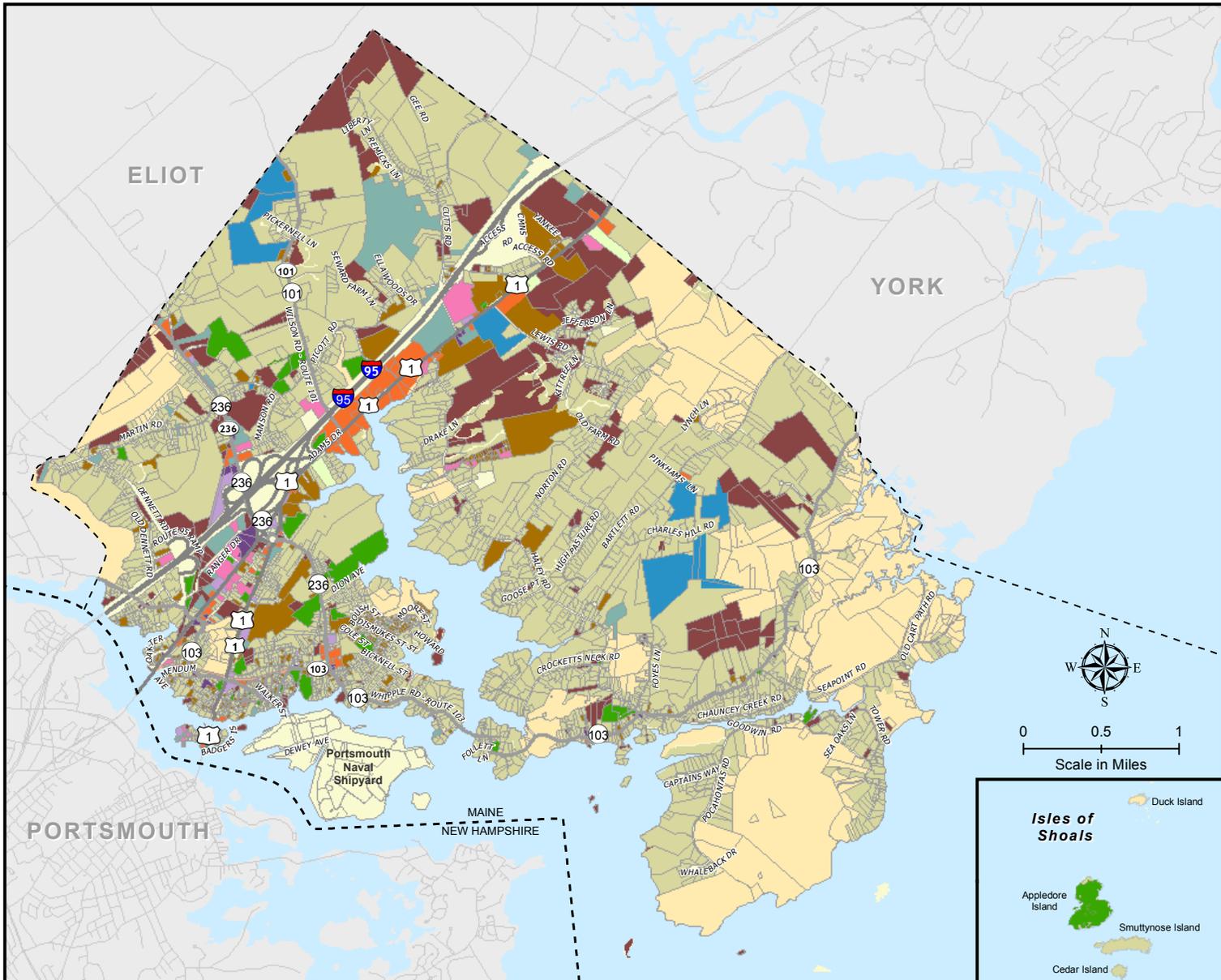
EXISTING LAND USE

- Agriculture
- Auto Centric Commercial
- Industrial
- Institutional
- Mixed Use
- Multifamily
- Office/Bank
- Open Space
- Other Commercial
- Residential
- Restaurant/Retail
- Utility
- Vacant Land



AECOM

This map is for general planning purposes only. The data used to create the map are not adequate for making legal or zoning boundary determinations or delineating natural resource areas. Exercise caution when interpreting the information on this map.



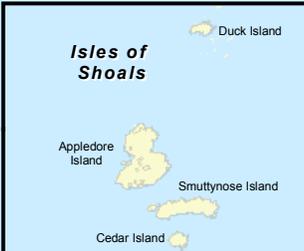
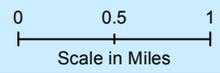
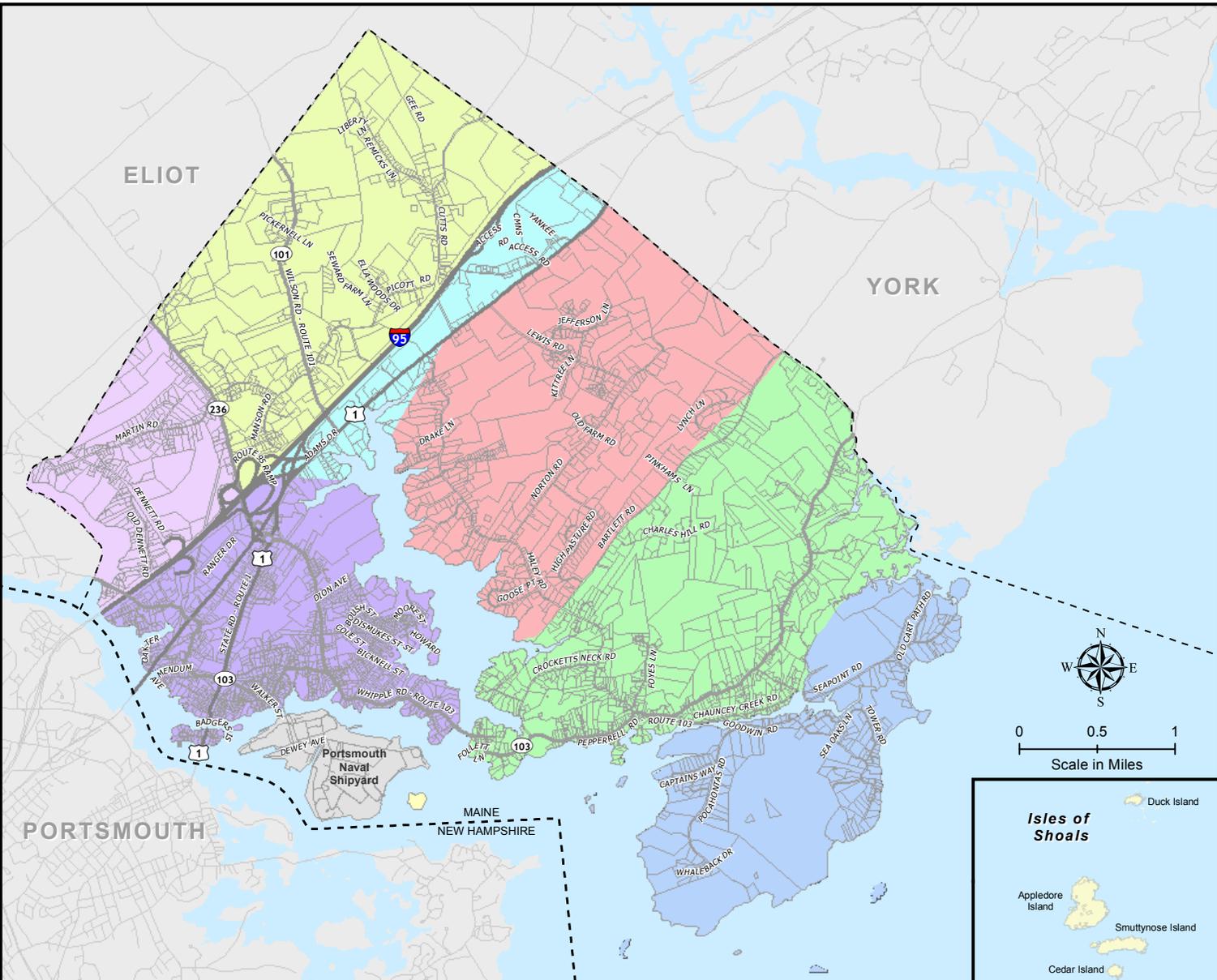
**Kittery
Comprehensive
Plan Update
2016**



Map 10.2

PLANNING DISTRICTS

- Bartlett Road District
- Downtown District
- Isles District
- Isles of Shoals
- Kittery Point District
- North Kittery District
- Route 1 District
- West Kittery District



AECOM

This map is for general planning purposes only. The data used to create the map are not adequate for making legal or zoning boundary determinations or delineating natural resource areas. Exercise caution when interpreting the information on this map.

**Kittery
Comprehensive
Plan Update
2016**



Map 10.3

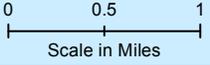
**DEVELOPMENT
CONSTRAINTS**

Slope in Percent

- 0 - 10
- 11 - 20
- 21 - 30
- 31 - 40
- 41 - 51

Flood Zones

- 100-year Flood Plain
- 500-Year Flood Plain



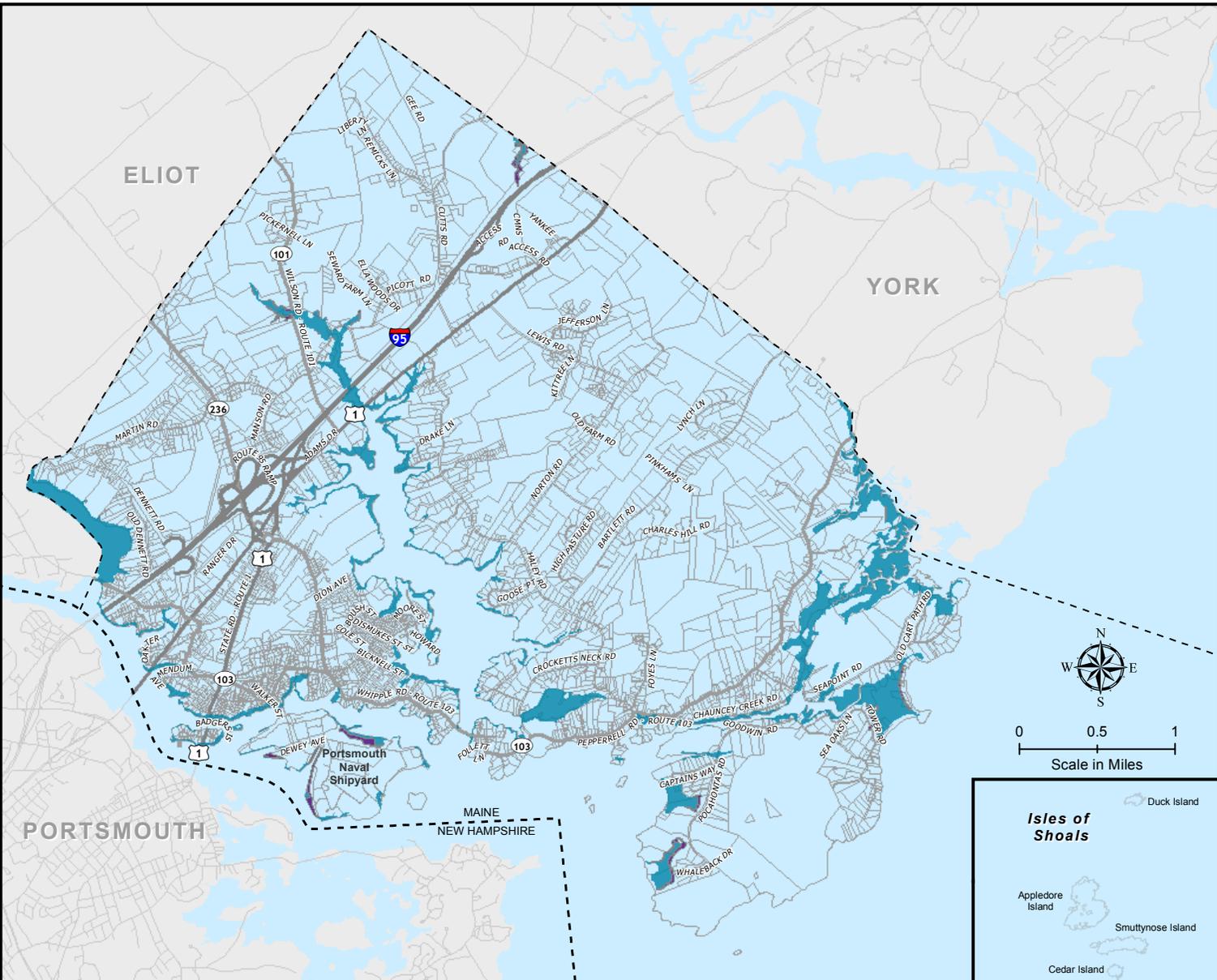
Isles of Shoals

- Duck Island
- Appledore Island
- Smuttynose Island
- Cedar Island

Flood data was retrieved from FEMA, January, 2015.



This map is for general planning purposes only. The data used to create the map are not adequate for making legal or zoning boundary determinations or delineating natural resource areas. Exercise caution when interpreting the information on this map.



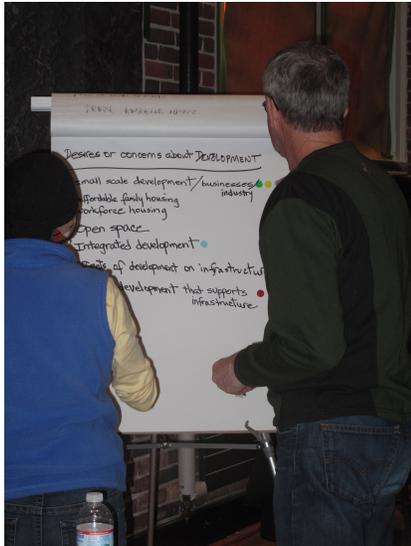
REFERENCES

DOCUMENTS

1. Kittery Land Use and Development Code. Last Amended October 26, 2015.

ⁱ Chapter One: The History of Kittery. 1999 Update of the Comprehensive Plan. <http://www.kitteryme.gov/Pages/FOV1-00025CA8/chapter1>

VOLUME III: SUMMARY OF PUBLIC INPUT THE COMPREHENSIVE PLAN



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Community Circle
Martha Lyon Landscape Architecture, LLC
AECOM, Inc.
RKG

ACKNOWLEDGEMENTS

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Tom Battcock-Emerson
Holly Zurer
Brett Costa
Marissa Day
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*....and the concerned residents, business owners,
Town officials and staff who devoted their time,
energy and imagination to the making of this plan.*

Non-Voting Members

Chris DiMatteo, Town Planner
Allyn Hutton, Superintendent of Schools
Kendra Amaral, Town Manager
Nancy Colbert, former Town Manager

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Kala Gurung, AECOM
Brian Beckenbaugh, AECOM

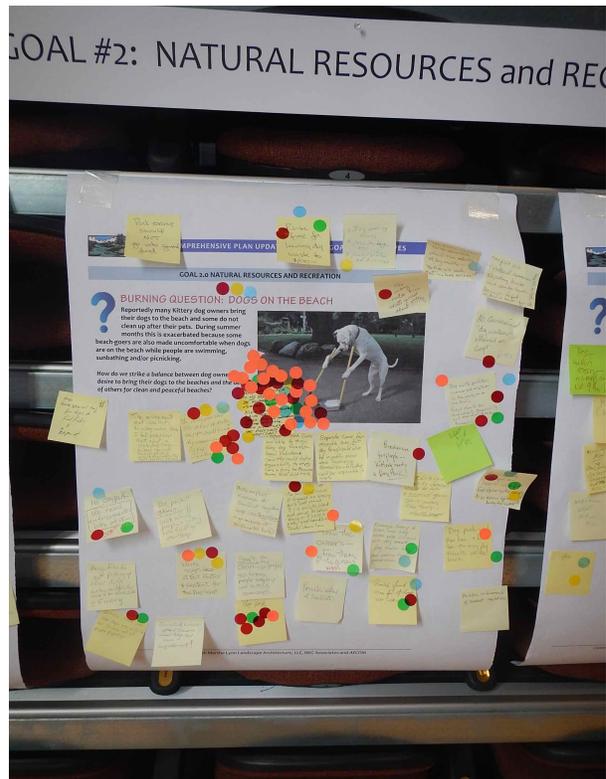
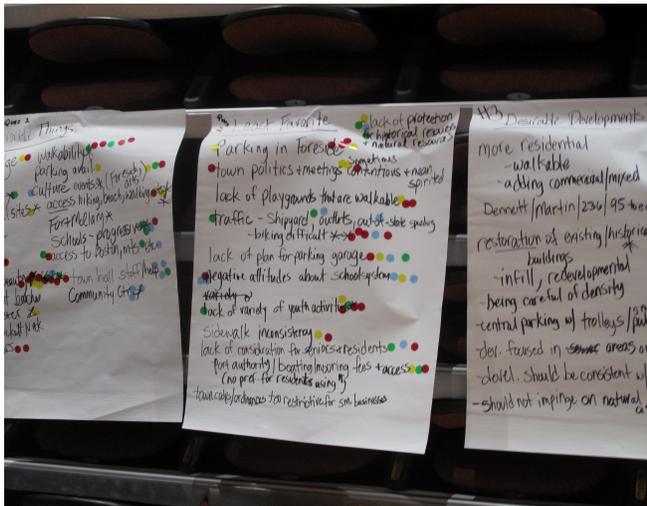
Friends of the CPUC

Kittery residents who supported the planning
effort with varying degrees of time
commitment.

Photographs for this Volume of the Plan

Taken by Consultant Team

Photos from various Comprehensive Plan Public Forums



VOLUME III: SUMMARY OF PUBLIC INPUT

TABLE OF CONTENTS

INTRODUCTION

Town wide public forum#1 – Visioning: March 12, 2016

Town wide public forum#2 – Identifying Priorities: June 11, 2016:

Town-wide public forum#3 – Presenting the Implementation Plan: November 3, 2016

Comments from Comment Boards

Summary of responses to Survey

Comments from on-line conversation (co-Urbanize site)

Teen Voice: Summary of Visioning Session at Traip Academy: May 20, 2016

Poll on Key Top 25 Recommendations: November 28, 2016

APPENDIX : SAMPLE OUTREACH MATERIALS

INTRODUCTION

A Comprehensive Plan is a roadmap to help guide decision-making about the future of a municipality. It is:

- A basis for decision-making for future development
- A process leading to a plan of action based on a town's shared values and goals
- A set of priorities for addressing the full range of issues facing a town

A Comprehensive Plan is an important opportunity to think about:

How can we make Kittery an even better place to live, work and play?

What does a Comprehensive Plan look at?

- Identifies features to preserve?
- Identifies what needs to change?
- Identifies resident concerns?
- Identifies needed



Logo developed for Comprehensive Plan, developed by local Kittery artist, Holly Elkins

WHY PLAN?

Updating a municipality's Comprehensive Plan in addition to making the Town eligible for State and other grants and sending a message to prospective investors regarding what the Town would like to see in terms of development, it is an opportunity to:

- Take stock, review objectives, direction and priorities
- Examine resource allocation: existing and optimal
- Update the outdated Comprehensive Plan (last updated in 1999)
- Be proactive and affect future decision making
- Support eligibility for grant programs and public funds

INTRODUCTION

PROCESS

The process is comprised of a number of steps and includes the following:

- What do we have?
- What do we want?
- What is most important?
- How do we get there?

1. A **Public Process** that solicits public input in articulating a vision and set of goals to form the foundation of the Plan as well as feedback on the strategies with which to achieve and implement these.

2. **Inventory and Assessment of Existing Conditions** to understand key issues, opportunities and challenges and how they potentially impact the future

3. **Implementation Plan of Policy Directives and Action Steps** that identifies lead responsible parties and potential partners for implementation as well as existing resources and priority items.

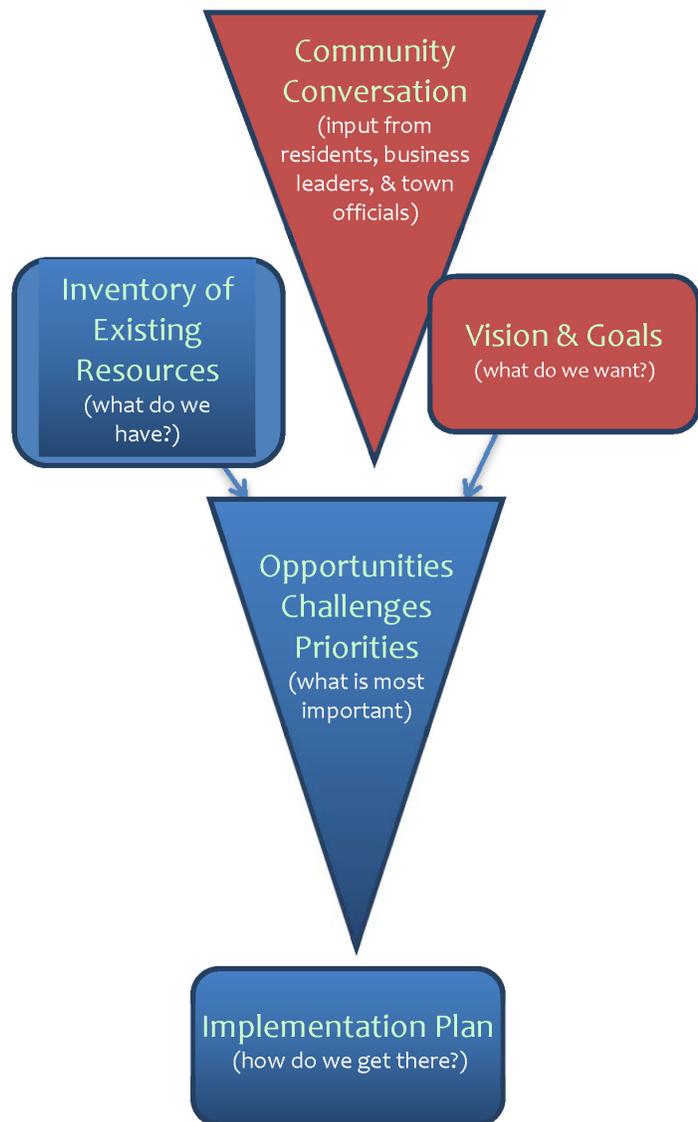
The Comprehensive Plan is organized in three volumes:

Volume 1: The Comprehensive Plan

Volume II: Inventory and Assessment of Existing Conditions

Volume III: Documentation of Public Input

This Volume is a compilation of the public process, the conversation with the community about what they would like to see in the future, what they are concerned about, what improvements they would like the Town to make. It represents the **red** shapes in the process diagram on the right.



KITTERY VOICES: PUBLIC PROCESS

Kittery's residents, business owners and town officials were invited to participate in a variety of forums including town-wide public workshops and on-line forum, a survey, and interviews with a range of individuals. Their input was used to develop the vision and goals. This then formed the basis for the Comprehensive Plan.

INTRODUCTION

Public Forums

Town-wide Public Forum:
Visioning (March 12, 2016)

Town –wide Public Forum:
Review of Goals &
Objectives (June 11, 2016)

Youth Voice (Visioning at
Traip Academy, May 20,
2016)

Leadership Interviews (Town
staff, Committees, Boards,
and other relevant, Shipyard,
etc.)

Comment Boards (Town Hall
& KCC)

Farmer’s Market (June 5, 2016)

Block Party (June 18, 2016)

Town-wide Public Forum (Implementation
Plan): Nov. 3, 2016

Poll regarding Top 25 Key
Recommendation (Nov. 8, 2016)

Opportunities to participate on-line

- On-line conversation and mapping exercise
- On-line survey

THREE UNDERLYING THEMES

The following three themes were identified as underlying much of the community conversation:

- Preserve the town’s character
- Increase and improve connections
- Promote a multi-generational Kittery



Town-wide public forum (March 12,
2016) at STAR Theatre (KCC)

Preserve the town’s character

One of the main underlying themes of the community conversation was that of a desire to “protect and maintain what we have rather than spend resources on acquiring more.”

- Preserve open space and other natural features, working waterfront, and historic buildings -- while guiding additional development to desirable locations.
- Ensure that the diversity of people in terms of socio-economics can continue to do live in Kittery (affordable housing and jobs)
- Support the diversity of land uses that make up the Town (“wild” landscapes, Foreside, outlets, working waterfront, quiet residential neighborhoods, etc.)

INTRODUCTION

Increase and improve connections

- Safer and more pleasant walking and biking physical connections
- Communication and access to information
- Provide more opportunities for social connections by providing opportunities for community gathering (through an enhanced Foreside, a 21st century library, expanded programming at the KCC, increased public space on the water, and improved walking and biking infrastructure)

Promote a multi-generational Kittery

- Wholesome activities for youth (including improved and increased recreational opportunities, safe ways of getting around town)
- More youth involvement in planning for the future)
- Support healthy aging in place (with affordable housing appropriately sized and located for seniors, as well as activities and transportation geared to this population)
- Provide opportunities for multi-generational activities

“Kittery is uniquely charming.”
Comment from forum participant

PUBLIC FORUMS

- 3 town-wide public forums
- 1 on-line survey
- continuous on-line conversation
- website
- teen visioning session
- 10 Steering Committee meetings
- 4 Joint Workshops: Planning Board/Steering Committee
- Meetings with Town Department Heads
- 32 leadership interviews

VISION, GOALS AND OBJECTIVES

A Comprehensive Plan must identify those features that contribute to the uniqueness of a community and make recommendations to preserve and enhance these.

WHAT MAKES KITTERY UNIQUE?

Kittery residents were asked what makes Kittery unique. These are a few of their responses.

“Kittery is a community of contrasts...”
“working waterfront”
“We aren’t Portsmouth and we don’t want to be!”
“gorgeous shoreline”
“Gourmet Alley restaurants”
“our history”
“Portsmouth Naval Shipyard”
“Fort Foster and Fort McLary”
“natural lands”

A vision and set of goals (what Kittery **“WANTS”**) were developed with significant public input to form the foundation of the Comprehensive Plan. They are articulated below.

INTRODUCTION

The **viability** of the Comprehensive Plan is contingent upon the community coming to a **consensus** about a desired future and then being **proactive** about setting **priorities** and assembling

A VISION FOR KITTERY'S FUTURE

IMAGINE... a Kittery whose character is protected by the preservation and adaptive reuse of its **historic buildings**, the control of the scale of redevelopment so that it is in keeping with the historic charm of the Town and a promotion of the Town's history.

IMAGINE... a **Foreside district** that is a thriving, historic neighborhood that includes one of Maine's earliest working waterfront. A Foreside that maintains the historic, working –class character and scale and preserves its building stock by adopting a preference for creative or **adaptive reuse** of existing buildings. **Workforce housing** is integrated in the district. Walking and biking is safe and pleasant and there are more green spaces to enjoy as well as the **working waterfront**.

IMAGINE ... a Kittery where its beautiful and treasured **natural features** are preserved and protected and where enjoyment is enhanced through increased access to these for both passive and active **recreation**. Recreational activities are managed so as to prevent negative impacts on the environment, the season at Fort Foster is extended and programming at the Kittery Community Center is even more developed. Enjoyment of the water is enhanced by increasing **public access to the water**, cleaning up Spruce Creek, and providing

shuttle service to Portsmouth from the Town Pier at Foreside.

IMAGINE... a Kittery that plans for the future of its **environment** by implementing measures that help it be more **resilient** and leading by example so that all town-owned buildings use renewable sources of energy, and the Town provides incentives for the use of renewable energy sources. A Kittery that **prepares for the potential impacts of the expected rise in sea level** due to climate change.

IMAGINE... a Kittery that preserves its **sense of community**, the sense of peace and quiet, but also the **diversity of places** that make up the Town. It feels more unified and less separated as multiple **ways of getting around Town** are more available. **Traffic** congestion is lessened and **walking** and **biking** is made safe and pleasant. A **town shuttle** helps to better connect people as do the additional places to gather and run into one another.

IMAGINE ... a Kittery that while improving and growing is able to retain a **diverse socio-economic** mix of residents by providing **affordable, workforce housing** and by creating **jobs** with adequate wages and salaries, resulting in a **sustainable** community.

IMAGINE... the **economy** of Kittery more diversified as it retains existing and supports additional local businesses, where the existing businesses are redeveloped into more pedestrian-oriented mixed-use developments that incorporate more natural features and that are able to be more economically viable, **sustainable**, and in keeping with evolving expectations of shoppers.

INTRODUCTION

IMAGINE... a Kittery that has a continuing **relationship with the Portsmouth Naval Shipyard**, and traffic, noise and light impacts created by activity in the shipyard are reduced as a result of working together to mitigate these.

IMAGINE... a re-imagined, twenty-first century **library** and a **school system** where students are consistently recognized for their success in the community and nationwide because these institutions provide top quality education, opportunities for life long learning, and enrichment programs.

IMAGINE... that all these improvements are made in a systematic way with significant **community engagement** in the decision-making process led by a **town government** that is respectful, transparent and civil in its discourse. A **shared vision** and **ordinances** that support the goals embodied in the vision are clear and easy to enforce.

GOALS AND OBJECTIVES

1. HISTORIC, CULTURAL, AND ARCHAEOLOGY RESOURCES GOAL

TO PROTECT THE TOWN'S CHARACTER BY PRESERVING AND PROTECTING HISTORIC FEATURES AND ARCHAEOLOGICAL AND CULTURAL RESOURCES, AND PROMOTING AN AWARENESS OF THE TOWN'S UNIQUE HISTORY AND CULTURE

2. NATURAL RESOURCES, OPEN SPACE AND RECREATION GOAL

TO PROTECT KITTERY'S NATURAL RESOURCES INCLUDING WATERSHED, FRESH WATER, WETLANDS AND VERNAL POOLS, AGRICULTURAL LANDS, FOREST

RESOURCES, OPEN SPACE AND RECREATION

3. ECONOMIC DEVELOPMENT GOAL:

TO SUPPORT DESIRABLE ECONOMIC DEVELOPMENT, BALANCE THE RELATIONSHIP WITH THE PORTSMOUTH NAVY SHIPYARD, AND INCREASE THE TOWN'S TAX BASE WHILE ALSO PROVIDING LOCAL JOBS.

4. HOUSING GOAL:

TO PROVIDE A RANGE OF HOUSING TYPES TO MEET THE NEEDS OF INDIVIDUALS THROUGHOUT THEIR LIFECYCLE AND TO SUPPORT RESIDENTS WITH A RANGE OF INCOMES

5. TRANSPORTATION GOAL:

TO IMPROVE SAFETY AND EASE OF GETTING AROUND TOWN AND BETTER CONNECT THE "PIECES" OF KITTERY. PROVIDE ALTERNATIVES TO AUTOMOBILE TRAVEL WITH SAFE AND PLEASANT BIKE ACCOMMODATIONS AND WALKING PATHS.

6. MARINE RESOURCES GOAL:

TO PROTECT THE TOWN'S COASTLINE, THE WORKING WATERFRONT, AND ENSURE APPROPRIATE ACCESS TO AND ENJOYMENT OF THE WATER WHILE PROTECTING IT FROM ENVIRONMENTAL IMPACTS

7. TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES GOAL:

TO IMPROVE TOWN GOVERNANCE AND PROVIDE ADEQUATE PUBLIC FACILITIES AND SERVICES; INCREASE FISCAL CAPACITY RESPONSIBLY

INTRODUCTION

8. LAND USE GOAL:

ENSURE THAT THE TOWN'S REGULATIONS SUPPORT DESIRED LAND USES.

9. COASTAL COMMUNITY RESILIENCE GOAL:

ESTABLISH SHORT, MEDIUM AND LONG TERM PLANS TO ADDRESS THE EFFECTS OF CLIMATE CHANGE, INCLUDING INCREASED STORM FREQUENCY AND STRENGTH, COASTAL EROSION AND RISING OCEAN LEVELS, AND TRANSITION OF BOTH PUBLIC AND PRIVATE ENERGY CONSUMPTION TO LOW AND ZERO IMPACT METHODS

Kittery's residents expressed a strong affection for their Town and in general had a lot to say about preserving those features, mainly historic and natural, that they felt contributed to the experience of living here. There was also considerable consensus regarding concerns about some current conditions and a strong desire to be proactive about planning for the future.

KEY THEMES AND ELEMENTS FOR A VISION AND GOALS FOR KITTERY'S FUTURE

- Participants expressed a strong appreciation for the **natural** setting of the Town and a desire that efforts to preserve these features be made, including:
 - Open space and rural character
 - Working waterfront and waterfront views
 - Sea Point Beach
 - Brave Boat Harbor

- Rachel Carson National Wildlife Refuge
- Spruce Creek (clean)
- Pepperrell Cove

- Related to the desire to protect the natural features was an appreciation of active and passive **recreational** opportunities and a desire for more:
 - Fort Foster/Fort McClary
 - Rogers Park
 - More public access to the water
 - Kittery Community Center
- There was a strong desire to plan for climate change and become more **sustainable** as a Town including:
 - Becoming an example of carbon neutrality
 - having all town owned buildings use renewable energy sources (e.g. solar)
 - provide local tax credits for use of solar energy
- A strong appreciation of the **history** and historic character of Kittery, including:
 - Preservation of historic buildings
 - The role of the Portsmouth Navy Shipyard
 - Preservation of the scale of buildings as a way of preserving the Town's character

- Participants spoke of the **sense of community** they experience and treasure living in Kittery and the sense of “peace and quiet” they would like to preserve. They also appreciated the “**diversity of places,**” that make up Kittery including the distinct neighborhoods, waterfront, Foreside, outlets, natural areas.
- Enthusiasm was expressed for the recently revitalized **Foreside** district with an expressed desire to enhance the district’s character by:
 - Improving parking
 - Encouraging more small, local business and artists
 - Ensuring that any new development/redevelopment be contextual
- The **working waterfront** was felt to be a significant unique feature of the Town and a strong desire was expressed to preserve this. The fishing industry was mentioned as important to consider in future planning.
- The number one most frequent response to the question, “if you could do one thing to improve Kittery, what would it be?” was improve **pedestrian** and **bicycle** infrastructure to support walking and biking. Additionally, automobile **traffic** was a concern (especially as it related to the shipyard) and a desire for a **town-**

Responses from March 12, 2016 Visioning Forum

Favorite Things

- Cultural and historical assets
- Foreside
- Recreational access to natural assets
- Coastline

Also:

- *Public parks*
- *Rural character*
- *Demographic diversity*
- *Sense of community*

Least Favorite Things

- Dysfunctional town government
- Not pedestrian-friendly
- Traffic

Also:

- *Biking is difficult*
- *Lack of parking*
- *Town codes*
- *School system*
- *Lack of protection of historic and natural resources*

wide shuttle ranked high on the list. **Parking**, especially in the Foreside area was perceived as being a significant issue.

- A recognition that the Town’s population is relatively **diverse**, socio-economically speaking, and that providing affordable housing and the creation of jobs with “thriving wages and salaries” will be the only way to support this economic diversity in the future.
- Some discussion regarding the negative impacts of the

Portsmouth Naval Shipyard and a desire to work on mitigating these, namely noise and light pollution and traffic.

- The most referenced **public facility/service** identified for improvement was the **Library** (and a desire that its plan for the future be finalized and implemented), followed by the **school system** (a desire for improvement to the system and its reputation).
- There was much discussion regarding a desire to improve **town governance** including a desire for increased respect, transparency and civility. Additionally, some felt that there is a need for a unifying vision and for the town codes to support this vision and to be better enforced.
- Much enthusiasm was expressed for the public forum itself and for what it represented, that is, an opportunity for public discourse and **community engagement in making decisions** that will help to shape the Town's future. Many called for more proactive planning, citizen-led planning efforts and improved communication. Some wished to involve more youth in town government.

Responses from March 12, 2016 Visioning Forum

If you could do one thing to improve Kittery... what would it be?

- Sidewalks and bike lanes
- Establish Town planning process
- Improve school system
- Increase sustainability
- Improve town government

Also:

- *Affordable housing*
- *Resolve and complete library plan*
- *Support small businesses*
- *Parking plan*
- *Historic preservation*
- *Preserve open space*
- *More public spaces*
- *Increase recreational opportunities*

“There is still plenty of room to grow while maintaining Kittery’s character” – comment from Comment Board in Town Hall.

“I like that there are both wild areas and refined cultural spaces.”
Comment from forum participant

The following pages are a documentation of the public process, participants’ comments and priorities whose input was the basis upon which the vision and goals were developed.

Comprehensive Plan Update, Kittery, Maine

CREATING OUR FUTURE TOGETHER



KITTERY 2015-2025 COMPREHENSIVE PLAN



Summary of Public Input Town-wide PUBLIC FORUM

Meeting Purpose and Process

Purpose

A town-wide public forum was held on Saturday, March 12, 2016 at the STAR Theatre at the Kittery Community Center. The purpose of the meeting was to invite Kittery residents to come together to identify shared values regarding the future of Kittery; these will be used to develop a vision and set of goals. The Comprehensive Plan that will guide future decision-making will be based on these.

Process

Approximately 140 residents, including Steering Committee members attended the public forum. The Consultant Team presented a summary of the planning process and provided a brief overview of the visioning process.

Participants were divided into twelve (12) smaller discussion groups that were facilitated by Steering Committee members. Conversation was focused and participants were very engaged in the process. Afterwards, each group presented a brief summary of their group's discussion; there was a significant degree of consensus regarding residents' desires as well as their concerns.

Comprehensive Plan Update, Kittery, Maine

During the small group discussions, participants were asked the following questions:

1. ***What are your FAVORITE things about Kittery (that you would want to ensure be preserved in the future)?***
2. ***What are your LEAST favorite things about Kittery (that you feel are important to change in the future)?***
3. ***What are your thoughts regarding additional development in Kittery?***
4. ***Looking ahead, what are your thoughts regarding additional development in Kittery? What kind of development (housing, commercial, industrial) would you consider to be desirable?***

Looking ahead, what would you say will be some of the important issues we should be aware of and take into account when planning for the future? How should we take advantage of the opportunities and address the challenges?

5. ***If you could do one thing to improve Kittery, what would it be?***
6. Lastly, participants were asked to respond to the following question in writing:
What makes Kittery Unique?

DEVELOPING A SHARED VISION OF KITTERY'S FUTURE

Crafting a vision statement is a way of understanding and describing the desired future as envisioned by a group of people. The input of those who participated in this visioning workshop will be combined with the input of residents gathered in other venues to craft a vision statement and goals for the future of Kittery. The other venues include an on-line conversation and comment boards at the Town Hall and Community Center.

The following represent the key elements to include in the vision statement as identified by the participants of the workshop. An action plan will be developed at a later phase in the process; it will be based on this vision. The plan will outline steps necessary to reach the future desired state that is based on the community's common values as much as is possible.



Comprehensive Plan Update, Kittery, Maine

HIGHLIGHTS OF FORUM DISCUSSION

KEY THEMES AND ELEMENTS FOR A VISION AND GOALS FOR KITTERY'S FUTURE

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- Enthusiasm was expressed for the recently revitalized **Foreside** district with an expressed desire to enhance the district's character by:
 - Improving parking

"I like that there are both wild areas and refined cultural spaces."

Comprehensive Plan Update, Kittery, Maine

- Encouraging more small, local business and artists
- Ensuring that any new development/redevelopment be contextual
- The **working waterfront** was felt to be a significant unique feature of the Town and a strong desire was expressed to preserve this. The fishing industry was mentioned as important to consider in future planning.
- The number one most frequent response to the question, “if you could do one thing to improve Kittery, what would it be?” was improve **pedestrian** and **bicycle** infrastructure to support walking and biking. Additionally, automobile **traffic** was a concern (especially as it related to the shipyard) and a desire for a **town-wide shuttle** ranked high on the list. **Parking**, especially in the Foreside area was perceived as being a significant issue.
- A recognition that the Town’s population is relatively **diverse**, socio-economically speaking, and that providing affordable housing and the creation of jobs with “thriving wages and salaries” will be the only way to support this economic diversity in the future.
- Some discussion regarding the negative impacts of the **Portsmouth Naval Shipyard** and a desire to work on mitigating these, namely noise and light pollution and traffic.
- The most referenced **public facility/service** identified for improvement was the **Library** (and a desire that its plan for the future be finalized and implemented), followed by the **school system** (a desire for improvement to the system and its reputation).
- There was much discussion regarding a desire to improve **town governance** including a desire for increased respect, transparency and civility. Additionally, some felt that there is a need for a unifying vision and for the town codes to support this vision and to be better enforced.
- Much enthusiasm was expressed for the public forum itself and for what it represented, that is, an opportunity for public discourse and **community engagement in making decisions** that will help to shape the Town’s future. Many called for more proactive planning, citizen-led planning efforts and improved communication. Some wished to involve more youth in town government.

“Kittery is uniquely charming.”

Comprehensive Plan Update, Kittery, Maine

SUMMARY OF PARTICIPANT TOP RESPONSES TO QUESTIONS

Favorite Things

- Cultural and historical assets
- Foreside
- Recreational access to natural assets
- Coastline

Also:

- *Public parks*
- *Rural character*
- *Demographic diversity*
- *Sense of community*

Least Favorite Things

- Dysfunctional town government
- Not pedestrian-friendly
- Traffic

Also:

- *Biking is difficult*
- *Lack of parking*
- *Town codes*
- *School system*
- *Lack of protection of historic and natural resources*

Thoughts regarding additional development

- Provide sidewalks and bike lanes
- Relate development to infrastructure and services
- Affordable housing needed
- Support small local business
- Respect natural resources

Also:

- *More mixed use development*
- *Protect local character*
- *Limited industrial expansion*
- *Protect rural character*
- *Re-imagine the malls*
- *Increase public access to the waterfront*

Future Opportunities

- Preservation of historic places and landscapes
- Proximity to Portsmouth

Also:

- *New library*
- *Opportunities for development (commercial and mixed use)*
- *Additional recreation*
- *Opportunities for aging in place*

Future Challenges

- Protection of natural features
- Maintaining demographic diversity
- Managing growth
- School system/reputation

Also:

- *Town government dysfunction*
- *Climate change and sea level rise*
- *Consensus building*

One thing to improve Kittery

- Sidewalks and bike lanes
- Establish Town planning process
- Improve school system
- Increase sustainability
- Improve town government

Also:

- *Affordable housing*
- *Resolve and complete library plan*
- *Support small businesses*
- *Parking plan*
- *Historic preservation*
- *Preserve open space*
- *More public spaces*
- *Increase recreational opportunities*

Comprehensive Plan Update, Kittery, Maine

What Makes Kittery Unique?

Participants identified a wide range of features that make Kittery unique (see page 28 for a complete list). These fell into the following categories:

Physical Setting

- Waterfront/views
- Natural resources
- Historic charm
- Open spaces
- Location
- Access to neighboring communities
- Near highway
- Near beaches

Town character

- Small, friendly community
- Walkability
- Community engagement
- Community pride
- Craft culture (arts, brews)
- Diverse population
- Diverse economy

Public and Private Amenities

- Fort Foster
- Fort McClary
- Seapoint Beach
- Town Forest
- Johnson Farm
- Local businesses
- Outlets
- Amazing public spaces
- Brave Boat Harbor
- Foreside

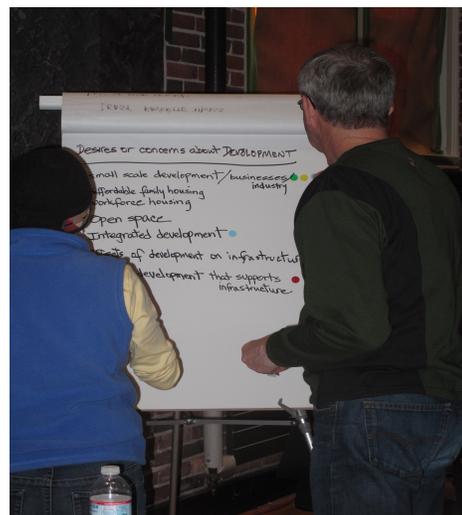
Town facilities and entities

- Schools
- Kittery Community Center
- Kittery Land Trust

"I love where I live!! I want to own a home here... but am concerned about affordability."

"Let's work together for mindful development with community involvement."

"The working waterfront, please work to preserve it!"



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Detailed Documentation of Small Group Discussion

1. “WHAT ARE YOUR **FAVORITE** THINGS ABOUT KITTERY (THAT YOU WOULD WANT TO ENSURE BE PRESERVED IN THE FUTURE)”?

<i>FAVORITE FEATURES: Response</i>	<i>Comments</i>	<i># of groups</i>	<i># of dots¹</i>
Cultural and historical assets and vitality of the Foreside area	<ul style="list-style-type: none"> • <i>Local cultural development and small independent business at Foreside</i> • <i>arts, historical buildings</i> • Historic character, buildings and parks • <i>Historic houses</i> • <i>Keep creative people (affordability)</i> • <i>Many artists and shops</i> • <i>Buoy and Dance Hall</i> 	12	95
Recreational access to local natural assets	<ul style="list-style-type: none"> • Sea Point Beach, • <i>View from Crockett’s Neck Causeway</i> • <i>Parks, marshes, etc.</i> • <i>Walking, hiking</i> • <i>Brave Boat Harbor</i> • <i>Beach access; “70% water”</i> • <i>Natural beauty</i> • <i>Respect for nature; Preserve wildlife</i> • <i>Rachel Carson NWET</i> 	12	69
Coastline	<ul style="list-style-type: none"> • <i>Waterfront view, light</i> • <i>Working waterfront</i> • <i>Seapoint Beach</i> • <i>Spruce Creek</i> • <i>Topnotch Coastline Naturalist</i> 	12	67
Public Parks/Land	<ul style="list-style-type: none"> • <i>Fort Foster</i> • <i>Fort McClary</i> • <i>Sea Point Beach</i> • <i>Rogers Park</i> 	9	41
Rural character	<ul style="list-style-type: none"> • <i>Open space and undeveloped land</i> • <i>Not overbuilt</i> 	6	35

¹ All participants were asked to respond to this question. Once all group members had contributed their ideas, each participant was given 5 dots and asked to get up from their seats and “vote” on which they felt was most important by placing the dots next to the words on the large pads. Each participant was requested to use all of their dots, but instructed not to place any more than 3 dots on any one item.

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FAVORITE FEATURES: Response	Comments	# of groups	# of dots¹
Demographic diversity	<ul style="list-style-type: none"> • <i>Variety of incomes</i> • <i>Mix of working class and wealthier residents, diversity of workers</i> • <i>Kindness towards diversity</i> • <i>“weird white people”</i> 	7	33
Sense of community	<ul style="list-style-type: none"> • <i>Peace of life, quiet</i> • <i>Scale of community, near Portsmouth Downtown</i> • <i>Community love</i> • <i>Working together to help each other</i> • <i>So many people who serve and volunteer</i> • <i>The way the town comes together (e.g. Block Party, this forum)</i> • <i>Uniquely charming</i> 	10	31
Walkability	<ul style="list-style-type: none"> • <i>Bridges, walking access, interconnectedness</i> • <i>5 year old Decland</i> • <i>of Foreside</i> 	8	26
Location and access to surrounding areas	<ul style="list-style-type: none"> • <i>Boston, mountains, Portsmouth</i> • <i>Bridges/biking/walking to Portsmouth</i> 	6	24
Local businesses	<ul style="list-style-type: none"> • <i>Small, independent</i> • <i>Local eateries: good selection of great restaurants</i> • <i>Small businesses in Foreside</i> 	6	24
Community Center		7	15
Diversity of places	<ul style="list-style-type: none"> • <i>Parks, Foreside, outlets</i> • <i>Division and definition of residential and commercial zoning</i> • <i>Distinct neighborhoods</i> • <i>Gourmet Alley/Shipyards/Outlets</i> 	5	12
Rice Library		3	12
Affordability of housing	<ul style="list-style-type: none"> • <i>Not gentrified</i> 	3	11
Dog-friendly	<ul style="list-style-type: none"> • <i>Welcoming to dogs</i> 	2	10
Openness to new ideas	<ul style="list-style-type: none"> • <i>Desire for change</i> • <i>Innovation/dynamic entrepreneurship</i> 	3	8

Comprehensive Plan Update, Kittery, Maine

<i>FAVORITE FEATURES: Response</i>	<i>Comments</i>	<i># of groups</i>	<i># of dots¹</i>
Schools	<ul style="list-style-type: none"> • <i>Progressive</i> • <i>Small system</i> 	4	8
Town Hall staff	<ul style="list-style-type: none"> • <i>Staff and Committee representation</i> • <i>Town Dept. heads come together to care for residents and Town</i> • <i>Preserve form of Town government</i> 	3	7
Pepperrell Cove	<ul style="list-style-type: none"> • <i>Parking lot</i> 	2	7
Personal safety		2	6
Kittery Land Trust		2	6
Potential	<ul style="list-style-type: none"> • <i>We have seen it come a long way</i> 	2	5
Clean water		1	4
Connection to local history and seafaring ties	<ul style="list-style-type: none"> • <i>Fishing industry</i> 	2	2
Navy Yard		1	1
Architecture and scale	<ul style="list-style-type: none"> • <i>Small scale buildings</i> 	2	1
Parking	<ul style="list-style-type: none"> • <i>Availability</i> 	1	1

ALSO (only 1 group, 0 dots):

Kittery Medical facility: York Hospital outlet

Comprehensive Plan Update, Kittery, Maine

2. “WHAT ARE YOUR **LEAST FAVORITE** THINGS ABOUT KITTERY (THAT YOU FEEL ARE IMPORTANT TO CHANGE IN THE FUTURE)?”

LEAST FAVORITE FEATURES: Response	Comments	# of groups	# of dots ²
Dysfunctional Town Government	<ul style="list-style-type: none"> • <i>Contention, mean-spiritedness</i> • <i>Petty town politics</i> • <i>Back-stabbing and lack of transparency</i> • <i>Small town Good-Old-Boy politics</i> • <i>Too many changes of government officials, no continuity or momentum towards goals</i> • <i>Clear relationship between paid employees (Town Departments staff) and town volunteer committees</i> • <i>Lack of civil discourse at Town meetings</i> • <i>Accessibility to town hall – hours (its difficult to work within a week that is shortened to 3 days because of many Monday holidays)</i> • <i>Inability on the part of the town to remove employees who are not performing</i> • <i>Too complicated to find answers from town government (need to know someone)</i> • <i>Goals and ideas of this community have been ignored in the past</i> • <i>Failure of government (council vs. manager)</i> • <i>More support for volunteer committees</i> • <i>Too few people involved</i> 	6	75
Not pedestrian friendly, Lack of sidewalks	<ul style="list-style-type: none"> • <i>Sidewalks are inconsistent, need a plan</i> • <i>Quality, consistency, maintenance</i> • <i>Speeding enforcement</i> • <i>Lack of snow removal of sidewalks</i> • <i>Rt. 103 Roadway towards York</i> • <i>Haley Road dangerous</i> • <i>Continue sidewalk on Rogers Road</i> 	10	66
Traffic	<ul style="list-style-type: none"> • Shipyard, outlets, speeding • <i>Seasonal and commuter</i> • <i>Outlets access/congestion</i> 	12	51

² All participants were asked to respond to this question. Once all group members had contributed their ideas, each participant was given 5 dots and asked to get up from their seats and “vote” on which they felt was most important by placing the dots next to the words on the large pads. Each participant was requested to use all of their dots, but instructed not to place any more than 3 dots on any one item.

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LEAST FAVORITE FEATURES: Response	Comments	# of groups	# of dots²
	<ul style="list-style-type: none"> • <i>Lack of enforcement of speed limits</i> • <i>Shipyards congestion, unsafe for pedestrians</i> • <i>Speed on 103/traffic Rogers Road</i> • <i>Government Street and 103</i> • <i>Condition of roads</i> • <i>Lack of long-term planning for parking, traffic, bike lanes, etc.</i> 		
Biking is difficult	<ul style="list-style-type: none"> • <i>Lack of bike lanes</i> • <i>Quality, consistency, maintenance</i> • <i>Rt. 103 Roadway towards York</i> • <i>Haley Road dangerous</i> 	9	35
Lack of parking	<ul style="list-style-type: none"> • <i>Especially in the Foreside</i> • <i>Lack of plan for parking garage</i> • <i>Try a day of no parking"</i> • <i>Need a town-wide parking plan</i> • <i>Parking at RCNWR</i> 	9	32
Town codes	<ul style="list-style-type: none"> • <i>Ordinances are too restrictive for small businesses</i> • <i>Selective enforcement</i> • <i>Loose shore land and zoning enforcement</i> • <i>Need for unifying views, rules and zoning</i> • <i>Poor zoning, height, cluster regs</i> 	4	24
School system	<ul style="list-style-type: none"> • <i>Negative attitudes about school system/ reluctance to support</i> • <i>Need improvement</i> • <i>Needs to be competitive with surrounding towns</i> 	5	18
Lack of protection of historic and natural resources	<ul style="list-style-type: none"> • <i>Spruce Creek pollution</i> • <i>Progress is replacing history</i> • <i>No Historical Commission</i> • <i>No protection of historic buildings</i> 	5	18
Pollution of Spruce Creek	<ul style="list-style-type: none"> • <i>Water quality not good – algae in water</i> • <i>Fix Pierce Island - Septic storm water overflow is effecting Kittery's beaches and Spruce Creek</i> 	2	17
Lack of a plan to preserve the character and history of Kittery	<ul style="list-style-type: none"> • <i>Increased development in rural areas</i> 	2	14
Lack of public transportation		4	14
Portsmouth Naval Shipyard	<ul style="list-style-type: none"> • <i>Public access to Portsmouth Naval Shipyard</i> • <i>Needs to be a better neighbor (traffic, fiscal, impact on</i> 	6	12

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LEAST FAVORITE FEATURES: Response	Comments	# of groups	# of dots²
	<p><i>town resources, etc.)</i></p> <ul style="list-style-type: none"> • <i>Too much emphasis</i> • <i>Privatize it</i> 		
Recreational facilities	<ul style="list-style-type: none"> • <i>Condition of Athletic fields</i> • <i>Lack of athletic fields/playgrounds</i> 	1	11
Not business friendly	<ul style="list-style-type: none"> • <i>Cost of permits Code officer qualifications</i> • <i>Inconsistency of town officials information</i> 	1	11
Lack of youth activities	<ul style="list-style-type: none"> • <i>Need more variety</i> • <i>Lack of youth engagement in “how are town works”</i> • <i>Lack of playgrounds</i> 	3	11
Lack of affordable housing	<ul style="list-style-type: none"> • <i>Workforce housing ; need a diversity of housing without being cookie-cutter</i> 	2	10
JPJ Park	<ul style="list-style-type: none"> • <i>Mutilated statue</i> • <i>rusted flag pole</i> 	3	10
Lack of public waterfront access	<ul style="list-style-type: none"> • <i>Loss of right of ways and community access</i> 	2	8
Use and access of beaches	<ul style="list-style-type: none"> • <i>Out-of-state use of Sea Point Beach</i> • <i>Don’t like restricted access to beaches</i> • <i>Professional dog walkers are bringing many dogs at once to Sea Point Beach and dog poop ordinance is not being enforced. Need to regulate and patrol beach and other natural areas more.</i> 	2	8
Reuse of Water Department back lot “Sand pit”	<ul style="list-style-type: none"> • <i>Turn it into low income housing/retail/parking ,etc.</i> 	2	8
Separation of parts of town	<ul style="list-style-type: none"> • <i>Could use more unity between parts of town (In-town, Kittery Point, North of the malls, West of R95)</i> • <i>Small town is disconnected</i> 	3	6
Communication	<ul style="list-style-type: none"> • <i>Lack of communication - Need for maps</i> 	1	6
Library change		1	6
Poor image to outside	<ul style="list-style-type: none"> • <i>Aesthetics Sarah Long bridge</i> • <i>Park with defaced statue and rusted flagpole</i> 	1	6
Need Town grant writer	<ul style="list-style-type: none"> • <i>Dedicated job</i> 	1	5

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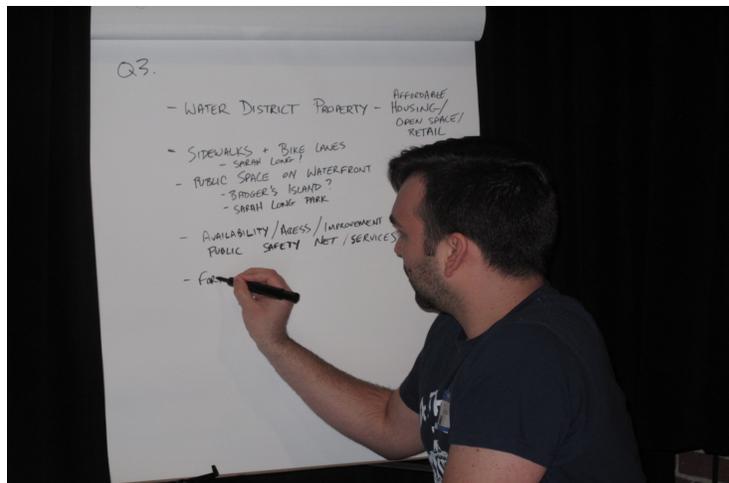
LEAST FAVORITE FEATURES: Response	Comments	# of groups	# of dots²
Taxes	<ul style="list-style-type: none"> • <i>Unfair tax structure: tax break for outlets</i> 	2	5
Resistance to change	<ul style="list-style-type: none"> • <i>"We've tried that before and it didn't work attitude"</i> • 	1	5
No pump out station at Pepperrell Cove		1	5
Taxes	<ul style="list-style-type: none"> • <i>Unfair tax structure: tax break for outlets</i> 	2	5
Lack of green energy in public buildings		1	5
Lack of access to utilities and services	<ul style="list-style-type: none"> • <i>No natural gas on Kittery Point</i> • <i>No sewer on Kittery Point</i> • <i>Inadequate access to town water</i> 	1	5
Drug problems	<ul style="list-style-type: none"> • <i>Heroin use</i> 	2	4
Mall/Outlets	<ul style="list-style-type: none"> • <i>Not local</i> • <i>Overemphasis</i> • <i>Access/congestion</i> 	4	4
No preference for residents for mooring	<ul style="list-style-type: none"> • <i>No preference for mooring fees/access</i> 	1	3
Lack of consideration for seniors		1	3
Lack of parking at Sea Point Beach	<ul style="list-style-type: none"> • <i>Also lack of enforcement</i> 	1	3
Lack of commitment to sustainability benchmarks	<ul style="list-style-type: none"> • <i>There are no apparent town-wide goals of energy efficiency or mandated requirements for new buildings or renovations. Need commitment and will to enforce. Strengthen language to achieve the intent of the ordinances that preserve and protect Kittery's resources</i> 	1	3
Foreside: Uncontrolled development and parking issues	<ul style="list-style-type: none"> • <i>Lack of parking</i> • <i>Poor lighting from parking to Wallingford Square</i> • <i>Too many names/signs: "Foreside, Wallingford Square,</i> 	3	3

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LEAST FAVORITE FEATURES: Response	Comments	# of groups	# of dots ²
	<p><i>Post office square"</i></p> <ul style="list-style-type: none"> Relocate ambulance lot - Move the EMS to another Town facility (Kittery FD Gorges Rd.) and re-purpose the lot for parking for Foreside 		
Streetlights	<ul style="list-style-type: none"> In Foreside Area and Badger's Island 	1	3
Litter on Lewis Road		1	3
TIFs	<ul style="list-style-type: none"> Tax Increment Financing 	1	2
Recycling center	<ul style="list-style-type: none"> could be set up better, is congested and frustrating 	1	1

ALSO (only 1 group, 0 dots):

- Unkempt lot off bypass to circle
- Lack of welcome signs
- Lack of funding for town facilities
- Restricted hours of Post Office



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3. **“WHAT ARE YOUR THOUGHTS REGARDING ADDITIONAL DEVELOPMENT IN KITTERY?”** What kind of development (housing, commercial, industrial) would you consider to be desirable? Where should it occur? Any specific desires or concerns?

ADDITIONAL DEVELOPMENT: Response	Comments	# of groups
Provide sidewalks and bike lanes	<ul style="list-style-type: none"> • Sarah Long Bridge • Integrate zones – make more walkable (year round sidewalk maintenance) and safe areas for bicycle commuters • Develop bike path on RR tracks 	10
Relate development to infrastructure and services	<ul style="list-style-type: none"> • Steer development to areas where services exist in areas with sewer and water • Availability/access/improvement of public services • Extend sewer • Encourage the type of development that supports infrastructure • Understand impact of development before approval • Rules that promote better use of existing developed areas 	9
Affordable housing	<ul style="list-style-type: none"> • Workforce housing • Provide incentives to encourage affordable workplace housing everywhere in Kittery • Working people are being driven out • Need mixed income housing • Develop along bypass 	7
Support small local businesses	<ul style="list-style-type: none"> • Small scale business • Control big box and impact of traffic • Provide incentives for small businesses • Need more commercial development to balance the tax base 	6
Respect natural resources	<ul style="list-style-type: none"> • Encourage development while respecting conservation restrictions to protect environment • Continue expanding open space with development • Sustainable development, protect environment 	6
More mixed use development	<ul style="list-style-type: none"> • Residential with appropriate commercial in walkable areas • Dennett/Martin/236/95 block should be true mixed use • Mixed use development on the Water district property: affordable housing, open space and retail • Case-by-case consideration? • Mixed use makes it easier to grow business • On Route 1 Corridor 	5
Protect local character	<ul style="list-style-type: none"> • Develop consistent with neighborhood/community • Keep new development minimal • Adaptive reuse of Foreside buildings 	5

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ADDITIONAL DEVELOPMENT: Response	Comments	# of groups
	<ul style="list-style-type: none"> • <i>Development that doesn't gobble up open space and keeps Kittery affordable and attractive</i> • <i>Careful with density with infill development</i> 	
Limited industrial expansion	<ul style="list-style-type: none"> • <i>Carefully and publically vetted</i> • <i>Useful for space between I-95 and Rt. 1</i> • <i>Small scale</i> • <i>Low tech industrial</i> 	5
Protect rural character	<ul style="list-style-type: none"> • <i>Larger minimum lot size in the rural residential zone</i> • <i>Rules that promote better use of existing developed areas</i> • <i>Control sprawl</i> • <i>No more development on new land</i> • <i>No more outlets</i> 	5
Re-imagine the malls	<ul style="list-style-type: none"> • <i>Poor pedestrian traffic at mall areas</i> • <i>Improve and plan for the future, including planning for multiple use of mall area buildings</i> • <i>Downsize outlets or incorporate mixed use</i> 	4
Public space on the waterfront	<ul style="list-style-type: none"> • <i>Badger's Island, Sarah Long Park</i> • <i>Kittery Point P.O, Frisbee Market, town dock preservation and utilization</i> • <i>Public access to land, water and views</i> • <i>Town Dock – small marine space in Foreside</i> 	4
Protect historic resources	<ul style="list-style-type: none"> • <i>Establish an Historic District for Kittery Point</i> • <i>Restore historic buildings</i> • <i>Preserve existing buildings in Foreside area</i> • <i>Creative adaptive reuse</i> 	3
Address parking	<ul style="list-style-type: none"> • <i>Provide centrally located parking with trollies/small scale public transportation</i> • <i>Develop a comprehensive parking plan</i> 	3
55+ housing	<ul style="list-style-type: none"> • <i>Small scale</i> • <i>Assisted Living housing on the Route 1 bypass</i> • <i>More senior housing with sidewalks and public transportation</i> 	3
Improvements to Fort Foster, beaches	<ul style="list-style-type: none"> • <i>Improve access and parking</i> • <i>Open to public for longer season</i> 	3
Cluster zoning	<ul style="list-style-type: none"> • <i>Improve current regulations; it is not being utilized in the most affective areas</i> • <i>Weak cluster development regs</i> 	3
Thoughtful , aesthetically pleasing	<ul style="list-style-type: none"> • <i>More trees in the Kittery PO parking lot, improve appearance</i> • <i>Guidelines for <u>all</u> new development in Kittery</i> 	3

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ADDITIONAL DEVELOPMENT: Response	Comments	# of groups
development	<ul style="list-style-type: none"> • <i>Make State Road visually attractive</i> • <i>More cluster, dense, smart growth development</i> • <i>Controlled development that doesn't change the historic character</i> • <i>Protect existing neighborhoods</i> 	
Library	<ul style="list-style-type: none"> • <i>Develop Rice library building into a Discover Maine Museum</i> • <i>21st century library</i> 	3
Supermarket	<ul style="list-style-type: none"> • <i>In outlet area</i> 	2
Provide pedestrian amenities	<ul style="list-style-type: none"> • <i>Place benches on Rogers Road and Foreside for pedestrians (also more trees). Seniors walking from Kittery Estates, Meetinghouse Village and Foxwell have requested benches</i> • <i>Include seating and trash receptacles in all new development</i> 	2
Extend Foreside area		2
Zoning	<ul style="list-style-type: none"> • <i>To keep mixed population in town</i> • <i>More flexibility in using existing housing stock</i> 	2
Be more business friendly	<ul style="list-style-type: none"> • <i>Route 1 corridor -Businesses often cannot get through the town process in order to bring business here</i> • <i>Make new development process "the planning office applications" more efficient</i> 	2
Water District Property	<ul style="list-style-type: none"> • <i>Develop as affordable housing/retail/open space</i> 	2
Develop guidelines for accessory units	<ul style="list-style-type: none"> • <i>Family apartments, AirBnb, vacation rentals. Allow aging population to stay in place. Allows renters more options without the need for more land.</i> 	1
Develop Dennett Road	<ul style="list-style-type: none"> • <i>For commercial use</i> 	1
Be open-minded	<ul style="list-style-type: none"> • <i>About growth</i> 	1
New chain hotel/inn with pool		1
Need to attract more young families		1

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<i>ADDITIONAL DEVELOPMENT: Response</i>	<i>Comments</i>	<i># of groups</i>
Too dependent on Shipyard	<ul style="list-style-type: none"> <i>Town's economy is too dependent</i> 	1
Green development	<ul style="list-style-type: none"> <i>Sustainable</i> 	1



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4. **LOOKING AHEAD, WHAT WOULD YOU SAY WILL BE SOME OF THE IMPORTANT OPPORTUNITIES WE SHOULD BE AWARE OF AND TAKE INTO ACCOUNT WHEN PLANNING FOR THE FUTURE? HOW SHOULD WE TAKE ADVANTAGE OF THESE?**

FUTURE OPPORTUNITIES: Response	Comments	# of groups
Preservation of historic places and landscapes	<ul style="list-style-type: none"> • Historic values, preservation, create historic commission • Create historical Commission, more than National Register • Conservation of natural space money and ordinances • Acquisition of remaining open space (needs open space bonding money) • Maintain rural character • Designate parts of town to preserve the character • Develop tourism around historic resources • Nature education: Kittery Land Trust/ "Agamenticus to the Sea" 	6
Proximity to Portsmouth	<ul style="list-style-type: none"> • Accessibility to Portsmouth • Growth in Portsmouth • We are becoming an alternative to Portsmouth • Keep identity distinct from Portsmouth 	6
Library	<ul style="list-style-type: none"> • both an opportunity and a challenge • repurpose Rice Building and courthouse into a Children's Museum • build a new library 	4
Opportunities for development	<ul style="list-style-type: none"> • Room for commercial expansion: Rt. 1 Bypass development • Water district property – opportunity to redevelop • Mixed use opportunities 	4
Increase Recreation	<ul style="list-style-type: none"> • KCC campus strategic plan • Athletic fields Plan • JPJ Park acquisition and use 	4
Opportunities for aging in place	<ul style="list-style-type: none"> • accommodate services • more small scale 55+ housing 	4
Improving walkability	<ul style="list-style-type: none"> • Connect network, Rt. 103, crossing at Rt. 1, • Needs space, money, political will. • Sarah Mildred Long bridge development - Walking, biking, public space 	3
An opportunity for the town to renew itself	<ul style="list-style-type: none"> • Steer growth • Kittery will increasingly be a magnet for people to live and start businesses, so how do we harness this without losing the qualities that make it a great place to live and work. 	3

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<i>FUTURE OPPORTUNITIES: Response</i>	<i>Comments</i>	<i># of groups</i>
Schools	<ul style="list-style-type: none"> • <i>Improvements, changes</i> • <i>Upgrade school system, an opportunity for smaller schools</i> 	3
Working waterfront	<ul style="list-style-type: none"> • <i>Guidelines for owners on water</i> • <i>Frisbee/Captain Simenon's redevelopment</i> • <i>Marine resources</i> 	3
Take steps to make the town environmental friendly	<ul style="list-style-type: none"> • <i>Alternative energy sources- Carbon neutrality/sustainability – solar, wind</i> • <i>LED lights, solar arrays, plastic bags, control storm water management, dog waste, lack of septic tank database, non regulation for fertilizer run off, deer</i> 	2
Cyber improvements	<ul style="list-style-type: none"> • <i>Improve internet access via competition</i> 	2
Share resources	<ul style="list-style-type: none"> • <i>regionalization</i> 	1
Good location	<ul style="list-style-type: none"> • <i>To attract commuters</i> 	1
Shipyard		1
Provide communal spaces		1
Friendly Police force		1
Improve relationship of Town Committees		1
Keep people here	<ul style="list-style-type: none"> • <i>Create jobs - Not just service jobs; a well-rounded economy to keep people here</i> • <i>Affordable housing</i> 	1
Expand transportation options	<ul style="list-style-type: none"> • <i>Taxi service</i> • <i>Public transportation</i> 	1

ALSO (only 1 group, 0 dots): Need Pharmacy (other than RiteAid)

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B. LOOKING AHEAD, WHAT WOULD YOU SAY WILL BE SOME OF THE IMPORTANT CHALLENGES WE SHOULD BE AWARE OF AND TAKE INTO ACCOUNT WHEN PLANNING FOR THE FUTURE? HOW SHOULD WE ADDRESS THESE?

<i>FUTURE CHALLENGES: Response</i>	<i>Comments</i>	<i># of groups</i>
Protection of natural features	<ul style="list-style-type: none"> • <i>Protect/establish watersheds/wildlife habitats</i> • <i>Preservation of natural spaces</i> • <i>Loss of critical habitat</i> • <i>Development pressures on natural resources</i> • <i>Buying land</i> 	5
Maintaining demographic diversity and planning for population growth	<ul style="list-style-type: none"> • <i>Attract young families, provide affordable housing</i> 	5
Managing growth	<ul style="list-style-type: none"> • <i>In Foreside and elsewhere</i> • <i>Sorting out development pressures</i> • <i>Need for more consistent and coherent town policies</i> • <i>Pressure to develop land</i> • <i>Need stricter zoning</i> • <i>Town sewer lines</i> 	5
School system/reputation	<ul style="list-style-type: none"> • <i>Improve educational opportunities</i> • <i>Need for excellent school system and adult education</i> • <i>Closing Traip (regional high school)</i> • <i>Access to vocational education</i> 	5
Town government dysfunction	<ul style="list-style-type: none"> • <i>Divided town council</i> 	4
Climate change and sea level rise	<ul style="list-style-type: none"> • <i>Flood plain infrastructure</i> 	4
Consensus building	<ul style="list-style-type: none"> • <i>Resistance to coordination</i> • <i>How to create and sustain community engagement</i> • <i>NIMBY-ism</i> 	4
Traffic/parking in Foreside	<ul style="list-style-type: none"> • <i>Walking/biking, parking garage?</i> • <i>Long term planning for transportation and parking</i> • <i>Plan for electric cars</i> • <i>Increase cooperation between businesses and town regarding parking</i> 	3
Maintaining working waterfront	<ul style="list-style-type: none"> • <i>Too many boats</i> 	3

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<i>FUTURE CHALLENGES: Response</i>	<i>Comments</i>	<i># of groups</i>
Protection of historic sites		3
Context sensitive design and development	<ul style="list-style-type: none"> • <i>Use/repurpose what we have</i> • <i>Layout of future development</i> • <i>Town needs to help/educate land owners to design creatively to accommodate ordinances (setbacks, wetlands, shore lands, rare plants and animals, etc)</i> 	3
Aging population - Ability for residents to age in place	<ul style="list-style-type: none"> • <i>Housing for all generations, people are being pushed out</i> 	3
Biking/walking on roads		3
Changes at the Portsmouth Naval Shipyard	<ul style="list-style-type: none"> • <i>BRAC or other changes at the shipyard (no local control)</i> 	3
Town services	<ul style="list-style-type: none"> • <i>Enterprise Privilege? Consider regionalizing services</i> • <i>Collaborate with other towns for renewable and sustainable energy resources and technologies</i> 	2
Maine state agencies		2
Sustainability	<ul style="list-style-type: none"> • <i>Needs to be part of our plan</i> 	2
Keeping Kittery business friendly	<ul style="list-style-type: none"> • <i>Attract outside investors</i> 	2
Funding / revenue		1
Future of Port Authority		1
Growth in Portsmouth		1
Employment		1
Decline of the malls	<ul style="list-style-type: none"> • <i>Due to on-line shopping</i> 	1

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<i>FUTURE CHALLENGES: Response</i>	<i>Comments</i>	<i># of groups</i>
Popularity of Foreside	<ul style="list-style-type: none"> • <i>And related challenges: parking, wear and tear on roadways and local resident's properties and lives as traffic increases</i> 	1
Preserving gateway of Piscataqua	<ul style="list-style-type: none"> • <i>Limited parking, state of Maine, Pepperrell Cove</i> • <i>Many partners, trolley transport</i> 	1
Keeping Kittery unique	<ul style="list-style-type: none"> • <i>Cherry pick developers and development</i> 	1
Accountability		1
Affordable housing	<ul style="list-style-type: none"> • <i>For workforce</i> • <i>More rental housing</i> 	1
Create more neighborhoods		1
Get youth involved in town government		1
How to attract young families		1
How to centralize the Kittery Community Campus		1
Dependence on Shipyard	<ul style="list-style-type: none"> • <i>It may not always be there</i> 	1
Lack of diversity in population	<ul style="list-style-type: none"> • <i>Lack of support for those with J-1 visas</i> 	1



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5. "IF YOU COULD DO ONE THING TO IMPROVE KITTELY, WHAT WOULD IT BE?"

IF YOU COULD DO 1 THING... Response	Comments	# of groups	# of dots³
Sidewalks and bike lanes	<ul style="list-style-type: none"> • <i>Make roads safer for pedestrians and bikes</i> • <i>Involve community in making roads safer</i> • <i>Bike and pedestrian safety</i> • <i>Rt. 103 bike accessibility</i> 	11	72
Establish Town Planning process	<ul style="list-style-type: none"> • <i>Citizen led, open, organized, be proactive, not reactive</i> • <i>Proactive community planning like today</i> • <i>Integrate kids and adults in civic education and activities</i> • <i>Encourage involvement in community</i> • <i>More participation of citizens in town governance as members as well as witnesses to the process</i> • <i>Involve youth in town government</i> • <i>More citizen participation</i> • <i>Better communication</i> 	7	46
Improve school system	<ul style="list-style-type: none"> • <i>Modernize education</i> • <i>Keep school department separate from town policies</i> • <i>24/7 access to educational opportunities</i> 	6	33
Increase sustainability	<ul style="list-style-type: none"> • <i>Become an example of carbon neutrality/sustainability</i> • <i>Solar energy on all town buildings</i> • <i>Replant shore land with native species</i> • <i>Robustly embrace sustainable design as a town</i> • <i>Local tax credits for solar improvements</i> • <i>Maintain diversity: economic, socio-economic, and cultural</i> 	6	33
Improve town government	<ul style="list-style-type: none"> • <i>Change tone of town government to cooperation, civility, respect</i> • <i>Transparency</i> • <i>Respect</i> • <i>One set of interpretations for town rules</i> • <i>Hire and maintain a good town manager</i> 	6	31

³ All participants were asked to respond to this question. Once all group members had contributed their ideas, each participant was given 5 dots and asked to get up from their seats and "vote" on which they felt was most important by placing the dots next to the words on the large pads. Each participant was requested to use all of their dots, but instructed not to place any more than 3 dots on any one item.

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<i>IF YOU COULD DO 1 THING... Response</i>	<i>Comments</i>	<i># of groups</i>	<i># of dots³</i>
Affordable housing	<ul style="list-style-type: none"> • <i>Accessible</i> • <i>Integrate affordable housing for the workforce (accessory units, temporary intra-family units)</i> 	4	23
Resolve and complete library plan	<ul style="list-style-type: none"> • <i>21st century library</i> • <i>Improve and expand</i> • <i>Study future of library, currently the process is not transparent</i> • <i>New library</i> 	4	21
Support small businesses	<ul style="list-style-type: none"> • <i>Small scale</i> • <i>Be more friendly to small businesses</i> 	3	20
Parking plan		3	19
Historic preservation	<ul style="list-style-type: none"> • <i>Organized historical awareness, aesthetics, preservation</i> • <i>Including preservation of working waterfront</i> • <i>Develop historical tourism</i> 	3	18
Preserve open space	<ul style="list-style-type: none"> • <i>Increase protected lands (Kittery Land Trust)</i> • <i>Citizen education for responsible and effective use of our natural resources</i> 	4	17
More public spaces	<ul style="list-style-type: none"> • <i>And better use of existing spaces (events?)</i> • <i>Unify public space and beautify it</i> 	3	16
Increase recreational opportunities	<ul style="list-style-type: none"> • <i>Increase youth activities for teens</i> • <i>Improve athletic fields</i> • <i>Parks and playgrounds</i> 	4	16
Control development	<ul style="list-style-type: none"> • <i>With better zoning</i> • <i>Plan the development of housing</i> • <i>Strict zoning to preserve existing communities</i> • <i>Moratorium on major subdivisions</i> 	3	13
Public transportation		2	11
Community unity		1	10
Traffic improvements	<ul style="list-style-type: none"> • <i>Enforce speed limits</i> • <i>Repair roads, paving</i> 	3	9
Access to ocean/marine resources		1	7

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<i>IF YOU COULD DO 1 THING... Response</i>	<i>Comments</i>	<i># of groups</i>	<i># of dots³</i>
Protect scenic vistas		1	6
Increase respect and accountability	<ul style="list-style-type: none"> <i>Between citizens, town officials, drivers/cyclists/pedestrians, respect for the environment and current regulations, use of tax \$, etc.</i> 	2	6
Preserve diversity of residents		1	5
Expand art community	<ul style="list-style-type: none"> <i>More cultural/art venues</i> 	1	4
Ferry shuttle	<ul style="list-style-type: none"> <i>To and from Portsmouth</i> 	1	4
Free Internet access to all		1	3
Improve the recycling center		1	2
Reduce impacts of Shipyard	<ul style="list-style-type: none"> <i>Noise and light pollution</i> 	1	2
Clean up individual properties		1	1
Senior housing	<ul style="list-style-type: none"> <i>Upscale, sustainable retirement community</i> 	1	1

ALSO (only 1 group, 0 dots): Smart traffic lights (add one at the Community Center access intersection)



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What Makes Kittery Unique?

Participants were asked to write down on the back of their agendas their response to the question: “*What makes Kittery Unique?*” They were also given the opportunity to write down any “additional comments.” These are recorded on the following pages. The following is what they wrote.

Response	Comments	Frequency (Number of people)
Natural resources/conserved land	Public access to water, recreation. Water views, appreciation for the natural environment/geography. Sustainability and conservation very important to values of town residents.	47
Small, friendly community	Welcoming, comfortable, sense of place and community cohesion, acceptance	31
Historic resources	Historic “charm” and character	24
Location, Access to neighboring communities/Portsmouth	Beautiful location, near highway access, near beaches	22
Support of local business/outlets, development	Diversity in business, lots of local businesses	20
Diverse population/diverse economics	All different levels of income, race, sexuality, etc	17
Fort Foster/McClary, Seapoint Beach, Town Forest, KLT and BBH and Johnson Farm	Preservation efforts	17
Schools, infrastructure, community center		10
Craft culture (arts, brews)	Arts, restaurants	10
Community Engagement	Today and community pride	7
Walkability	Needs more bike lanes	6

Other Comments

“I LOVE WHERE I LIVE!!! I want to own a home here not always rent, but am concerned about affordability. Please think about not just “affordable housing” but also job creation that provide not just living wages and salaries, but thriving wages and salaries. Then we can engage in greater capacities to continue to make Kittery so beautiful, diverse and great.”

“Way to go, Kittery, for turning out today – let’s do this again!”

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"Let's work together for mindful development with community involvement."

"Needs more sidewalks and bike paths."

"We have to come together to proactively work through competing ideas and ideological philosophies – whole thinking."

"Needs to be updated to 21st century."

"We need a more bicycle friendly attitude. The town policy need to enforce speed limits."

"Major traffic problems because of Navy Yard. Noise and light pollution from Navy Yard. Schools need improvement – low test scores. Unstable town government. Needs more sidewalks and bike lanes."

"Thank you for bringing the community together!!"

"Amazing public spaces that need to be taken advantage of even better."

"It needs a modern library – not a building that is a monster to heat with little room for functions and an annex that is also over burden – Kittery's library is an embarrassment."

"Cohesion planning critical."

- 1. Connect – not divide. Integrated mixed-use zoning*
- 2. Simple*

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3. *Getting to zero – adopt measurable sustainable development*
4. *Regional collaboration saves resources*

“Today’s process is the fun, easy part. We need to transfer today’s ideas and spirit to an open, continuing process of community involvement in planning our town’s future. Hopefully our elected and our paid town folks will actually use the collective will of the community to inform their work and their sense of direction. Thanks!”

“I wouldn’t want to grow up in any other town. Thank you.”

“Without proper preservation and maintain the working waterfront much of the uniqueness of this town will disappear along with the working waterfront.”

“We need a professional full time grant writer! We are missing opportunities and so much available funding. They will more than pay for their salary. They also help in contracts for the town. We have a domestic violence issue that needs attention, support, more options for these women.”

“dysfunctional town government.”

“more affordable communities” are around Kittery

“taxes on property are too high. We have few town sewers.”

“no ‘luxury condos,’ please!”

“need community engagement to be ongoing. Make more walkable and bicycle friendly. Community trolley to help with traffic and parking. Controlled development and support of small local business and artists.”

“can we work on improving and protecting our coastal landscape? Become a ‘green community’? protect our wildlife, have thoughtful town growth.”

“find a good way to inform the community on the results of this discussion. It should be in writing, on the web. Any way possible.”

“Spruce Creek is covered in a thin film of pollution and we need accessible housing (both types), as well as bike lanes and sidewalks.”

“Although this is a great community to live and work we have all felt the recent divisiveness in both our local and higher levels of government and media. It’s not easy to say we are this, but in writing it down in an official town document, it will reflect who we are and what we hold most important. I ask that you give serious consideration. Thank you.”

Asked to protect green space, wildlife, water resources, open land. Also asked for “new bridge authorities to pay extra for a bridge which is curved high enough not to be a lift/draw bridge.”

“Kittery needs a coherent public relationships face to enable a visitor to assess our town.”

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Perks of Participation

Participants were automatically eligible for a **free raffle**. Several participants won a range of prizes.

Also a **big thank** you to **Weathervane Seafood Restaurant, Beach Pea Baking Company, and Lil's Café**, who provided a wide range of lunch and snack options.



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CREATING OUR FUTURE TOGETHER



KITTERY 2015-2025 COMPREHENSIVE PLAN



Summary of Public Input Town-wide PUBLIC FORUM #2: Saturday, June 11, 2016

Meeting Purpose and Process

Purpose

A town-wide public forum was held on Saturday, June 11, 2016 at the STAR Theatre at the Kittery Community Center. The purpose of the meeting was to invite Kittery residents to build on the input from the first public forum and to discuss the Preliminary Vision and Goals and the Inventory and assessment of existing resources. The forum provided an opportunity for residents to begin to identify strategies for achieving the goals and to set priorities. The Implementation Plan that will guide future decision-making will be based on these.

Process

Approximately 85 residents attended the public forum. The Consultant Team presented a summary of the planning process and provided a brief overview of the visioning process. Participants were then invited to visit the eight (8) Goal Stations located around the perimeter of the room. A Steering Committee member was at each station to welcome participants and to instruct them to add comments on Post It notes. Once all had provided

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their additional thoughts to the Goals and Objectives that were developed based on input received at the previous public forum, participants were asked to prioritize within each Goal. That is, each participant was given 5 dots for each goal. They were asked to use these to indicate which strategies they considered to be most important. Participants were instructed to use up to 3 dots on anyone item. Once they had completed this exercise, participants were given 4 larger dots with which to prioritize across dots, that is, they were to select the three strategies they felt were most important regardless of which goal they were associated with and then to emphasize one of these by placing their fourth dot next to the one they felt was most critical.

In addition to the Goals, Objectives, and Strategies, the ways in which the Vision and Goals can be achieved, a series of 16 “Burning Questions” were asked. Participants were asked to respond to these on Post It notes as well.

The following is a list of items that received the LARGE dots, those that were used to identify priorities across all 7 Goals. There was an additional Goal Station labeled “Other” that also received comments as well as dots. There was a map located next to this where participants could locate challenges and opportunities that were specific to a particular geographic location. They used yellow Post It Notes for Challenges and green for Opportunities.

HIGHLIGHTS OF FORUM DISCUSSION

The following are select highlights from the Forum. The strategies listed are those that received the most support from participants. Detailed documentation of all responses follows the summary.

Participants expressed significant interest in **Historic Preservation**. Specifically, they supported:

- creating a Kittery Historic Commission
- conducting an inventory of buildings and styles
- establishing historic districts
- developing tourism around historic resources

Participants were also very interested in protecting Kittery’s Natural Resources, with significant support for the following:

Protection of the Town’s **Natural Resources, Open Spaces and Recreation** was enthusiastically supported, especially:

- Protect farmlands from over-development
- Protect wildlife corridors
- Enforce dog feces ordinance at Seapoint Beach and Fort Foster
- Articulate Town-wide goals for energy efficiency
- Use renewable energy for all town buildings

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- Determine sustainability requirements for new buildings and renovations
- Prepare for climate change and sea level rise
- Strengthen language in existing ordinances that protect the Town's natural resources and increases enforcement

Participants top responses in terms of **Economic Development**, include the following:

- Implement recommendations from the Foreside Forums
- Create an Overlay District for the Foreside District (including regulations for adaptive reuse)
- Steer development to areas with available sewer and water and where other such development already exists (not rural areas)
- Attract jobs that support lower income residents
- Develop an overlay district with design guidelines for future redevelopment of the outlets area
- Develop materials promoting Kittery's assets and quality of life to attract young families and young professionals
- Include fishermen in the conversation regarding what they need

There was a significant amount of interest expressed in protecting the environment. The Goal/Objective that received the largest number of large prioritization dots was that of Protecting Kittery's Natural Resources by **implementing sustainability measures**. The desire to do more to prepare for climate adaptation and sea level rise was expressed in another of other areas.

The single item that received the largest number of large dots was with regard to **Dogs on the Beach**. The majority of participants felt that dogs should not be allowed on the beach, at least in the summer, and that there should be bags and waste receptacles available for dog owners to use.

Participants seemed to support the idea of providing a range of **Housing** to accommodate aging in place, workforce low and moderate incomes, micro housing, mixed use housing in walkable centers. Specifically they supported the following strategies:

- Develop an affordable housing plan
- Review accessory units bylaw and make it easier to use
- Support the development of housing for seniors including Assisted living facilities

In terms of **Transportation and Circulation**, participants were concerned about traffic from the Shipyard and maintenance of Kittery's road network. They were also extremely interested in making walking and biking more possible and in providing a town-wide shuttle. Additionally, they supported the following specific strategies with regard to parking:

- Develop a town-wide Parking Plan

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- Consider establishing a centrally located parking area with trolleys/shuttle buses

Participants placed a lot of their LARGE priority dots on strategies regarding protecting and enhancing Kittery's **Marine Resources**. Strategies which received significant support include the following:

- Protect/preserve views to the water
- Mitigate pollutants to ensure water quality
- Provide water shuttle to Portsmouth
- Give preference to residents for mooring fees/access
- Make better use of Government Street Pier and better connect it to the Foreside area
- Protect fishing industry—Mitigate environmental impacts of tourism and recreation on water quality and sea life
- Review existing Harbor Plan, Mooring Plan, and Wood Island Plan

Lastly, participants reviewed strategies related to **Governance and Municipal Facilities and Services** and supported the following strategies among others:

Governance

- Increase transparency of decision-making
- Actively plan to protect the environment
- Establish town planning process
- Streamline permitting and simplify zoning

Municipal Facilities

- Provide more activities for youth
- Improve school system and address issue of reputation
- Improve the Resource Recovery Center
- New library (either renovate existing or build new)

Municipal Services

- Residents need to be informed of infrastructure projects and related costs
- Consider regionalizing services when appropriate

Participants were asked to not only prioritize strategies within each Goal, but also across Goals. The following are the priority Goals, Objectives and Strategies as identified by participants using their large prioritization dots.

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PRIORITIZATION ACROSS GOALS

Goal	Objective	Strategy	# of LARGE DOTS
Historic and Cultural Resources			
Protect Historic Resources		Create a Kittery Historic Commission	4
		Identify the diversity in building styles which currently make up the fabric and protect it	1
Promote Kittery's History		Expand Kittery Naval Museum	1
Natural Resources			
Protect and preserve critical open spaces for passive recreation, visual impact and preservation of wildlife habitat		Protect farmlands form over-development by having a larger minimum lot sizes in rural residential zone	2
		Protect critical habitats and wildlife corridors	3
Implement sustainability measures to protect the environment		Begin by articulating Town-wide goals for energy efficiency	5
		Use renewable energy for all town buildings (e.g. solar)	3
		Provide incentives to residents and businesses (e.g. tax credits) to encourage use of renewable energy sources	1
		Determine sustainability requirements for new buildings and renovations	5
		Prepare for climate change and sea level rise	2
		Strengthen language in existing ordinances that protect the Town's natural resources and increase enforcement	2
		Encourage use of LED lighting and solar arrays	2
Economic Development			
Attract and retain businesses at Foreside		Implement recommendations from Foreside Forums	2
		Create an overlay district for the Foreside District including adaptive reuse regulations	9

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Goal	Objective	Strategy	# of LARGE DOTS
		Support local businesses, provide incentives	2
		Become more business-friendly by streamlining permitting	1
	Identify and promote desirable locations for additional development	Steer development to areas with available sewer and water and where development already exists	2
	Develop guidelines for future redevelopment of the outlet malls into a mixed use more pedestrian friendly area	Develop an overlay district with design guidelines	1
	Create jobs for a variety of skill sets and range of salaries	Attract jobs that support lower income residents	2
	Promote Kittery as a good place to raise a family	Develop materials to promote Kittery's assets and quality of life	7
Housing and Neighborhoods			
	Attract young families and retain residents with a variety of incomes	Develop an affordable housing plan	7
	Support Elderly residents ability to age in place	Support the development of housing for seniors including assisted living facilities	1
	Support Elderly residents ability to age in place	Support the development of housing for seniors including assisted living facilities	1
Transportation and Circulation			
	Provide/develop sidewalks, walking trails and bike paths	Make walking /biking safe everywhere Connect sidewalks Improve lighting	6
	Shipyards traffic	Stagger traffic leaving shipyard for workers Develop teleworking and flexible schedules Better traffic light Provide shuttle buses and park and ride lot Shipyards should pay for traffic officers	5
	Consider providing a town-wide shuttle		2
	Consider boat taxis		2
	Consider town regulations for Uber & other car sharing	Need charging stations for electrical cars	1
	Develop a town-wide Parking Plan		1
Marine Resources			
	Increase access to the waterfront	Protect views	1
		Provide water shuttle to Portsmouth	5
		Give residents preference for mooring	1

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Goal	Objective	Strategy	# of LARGE DOTS
		Make better use of Government Pier	1
		Work to ensure that redevelopment tries to increase public access	6
		Prohibit use of lawn fertilizers	4
Protect working waterfront		Protect fishing industry	5
Protect marine resources		Kittery Port Authority should develop strategic plan	1
		Review existing Harbor Plan, Mooring Plan and Wood Island Plan	6
Town Governance and Public Facilities and Services			
Improve town governance and ability to plan		Increase transparency of decision-making	6
		Actively plan to protect the environment	3
		Hire and maintain a good Town Manager	1
		Increase and improve communication	2
Maintain and improve municipal facilities		Provide more activities for youth	1
		Improve school system and address issue of reputation	5
		Improve the Resource Recovery Center	1
Provide adequate municipal services		Residents need to be informed of infrastructure projects and related costs	2
OTHER			
Sewer		Relief for residents affected by sewer expansion; be more on top of sewer projects	1
Sustainability measures to protect the environment		Prepare for climate adaptation; renewable energy	2
Improve schools			1
Wetlands		Don't develop	1
Accountability for implementing the Comp Plan		Various strategies	6

BURNING QUESTIONS

The following are the majority responses to the questions, that is, those that received the largest number of dots and/or received large dots.

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Historic Properties: *How can we prevent the loss of historic buildings and landscapes while at the same time protecting individual property owners' rights?*

- *Provide tax credits on real estate taxes for preserving old houses*
- *Make adaptive reuse the preference in Kittery – someone who wills to tear towns must give excellent reasons*
- *Encourage and support the Wood Island Restoration*

Historic Properties: *What is the best way for the town to protect the Rice Library building from demolition or incompatible alteration, regardless of how it is used in the future?*

- *Time for a 21st century new library – Rice Library Building can be used as an historic resource/discovery center*
- *Need critical 21st century handicap accessible green building at the Frisbee Common*
- *If library building becomes vacant, create a “Discovery Kittery” center like Portsmouth*

Hunting: *How do we respect the rights of hunters to engage in their sport and simultaneously ensure the safety of all residents?*

- *No hunting in our small town*
- *Limit hunting in public open space to specific days and post*
- *Shotgun only in all areas with hunting*

Dogs on the Beach: *How do we strike a balance between the dog owner's desire to bring their dogs to the beach and the desire of others for clean and peaceful beaches?*

- *Seapoint Beach – no dogs should be allowed in summer months*
- *Bags and waste receptacles should be made available at Fort Foster and Seapoint beach*
- *Disposal should be enforced by police and/or student intern at Fort Foster; raise the fine*

Athletic Fields Master Plan: *Would you support implementing the recommendations of the Athletic Fields Master Plan even if it meant an increase in your taxes?*

- *Yes, and I have no children!*
- *If there is clear communication about the cost to residents and other sources of funding (grants) have been vigorously pursued, then maybe.*
- *No and please let people know about increased taxes because of this*
- *Tennis courts at KCC*

Mixed Use Zone (north of outlet malls): *What kind of development do you think is most appropriate for the future along the town's major commercial spine; specifically along Route 1 in the area from Haley Road to the York line?*

- *Small industry*
- *Make it walk and bike friendly*
- *Allow residential over commercial*
- *Supermarket*
- *Support young entrepreneurs*
- *Small businesses, no big box*

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Outlets: *What would you like to see in this area of town in the future as it evolves?*

- *Theater, arts and marketplace*
- *Large park and mixed use zone with mixed income housing*
- *Artist spaces, apartments*

Housing Diversity: *What should the Town do to support housing that is affordable to lower and middle-income households?*

- *Develop co-housing for seniors and families*
- *Allow mother-in-law apartments to allow residents to age in place with help*
- *Make new affordable housing be net zero in terms of energy efficiency*

What are the appropriate locations to encourage new housing development to support this goal?

- *Route 1 Corridor, residential over commercial*
- *Route 1 malls should be mixed income housing with parks and supermarket*
- *No big ugly hotels with condos like what has happened in Portsmouth*

Need for Parking: *Do you think there is a need for additional parking in the following parts of Town?*

- ***Foreside:*** *Yes*
- ***Pepperell Cove:*** *No*
- ***Chauncy Creek Road:*** *No*
- ***Seapoint Beach :*** *No*

Bike Facilities: *Where would you like to see the town provide accommodations for bicyclists including wide shoulders, shared lanes, bike lanes and separated paths?*

- *Kittery Point 103*
- *Kittery Point – no ruin the character!*
- *To and from school for students to bicycle safely*

Water Quality: *What actions should be taken to improve water quality in Kittery?*

- *Prominent disregard to dog waste on Seapoint Beach*
- *Restrict development*
- *A study of the migration of pollutants from Portsmouth and Piscataqua River*
- *Pump out station for boats in Pepperell Cove*
- *Educate the public regarding use of fertilizers, pesticides and other contaminants*

Public Access to Water: *Would you like to see additional access and associated parking for waterfront areas?*

- *Only for residents*
- *Almost equal amount say YES as say NO (slightly more say NO)*

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Area North of Spruce Creek: *Do you think this area should be further developed? In the previous Comprehensive Plan this was designated as “Limited No Growth” area. Does this still hold true? Should we consider increasing the lot size or other methods of density control?*

- *Limit Growth (majority)*
- *More development (business growth, affordable housing) (some comments)*

Future of the Library: *Where could/should the future library be located?*

- *Those wanting new library in other location and those wanting library to stay in existing location approximately equally divided.*

DETAILED DOCUMENTATION OF PARTICIPANT INPUT

A detailed documentation of participant responses may be found in the pages that follow.

Kittery Comprehensive Plan Update: Working Goals and Objectives
Summary of Public Input from Public Forum: June 11, 2016

GOAL 1.0 HISTORIC AND CULTURAL RESOURCES

GOAL STATEMENT: To protect the town’s character by preserving and protecting historic features and promoting an awareness of the town’s unique history.

STATE GOAL:

To preserve the State’s historic and archaeological resources.

OBJECTIVE 1.1: PROTECT HISTORIC RESOURCES

STRATEGIES	COMMENTS	# OF DOTS ¹	# OF LARGE DOTS ²
Create a Kittery Historical Commission	<ul style="list-style-type: none"> • <i>Historical Commission is not required</i> • <i>Historical Commission is needed</i> • <i>Historic Commission -- YES!</i> • <i>Historic Commission -- DITTO!</i> • <i>Yes, important to organize a commission to inventory and educate the public</i> • <i>Have been living in Kittery for 3 years and know nothing of any historical events or activities -- this is a problem</i> 	21	4
Establish historic districts to protect significant clusters of buildings	<ul style="list-style-type: none"> • <i>Important to preserve historical charm</i> 	12	0
Identify the diversity in building styles which currently make up Kittery’s fabric and protect it	<ul style="list-style-type: none"> • <i>Conduct a town-wide survey of historic buildings and then add restrictions for their protection</i> • <i>Do a survey of historic buildings in the Foreside and use to make planning decisions. (DITTO! on this comment) Preserve the historic library building and use it as a historical center/museum</i> 	6	1
Ensure that new development is in keeping with the context of the historic buildings in terms of architecture and scale		4	0

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OBJECTIVE 1.2 PROMOTE KITTERY'S HISTORY

STRATEGIES	COMMENTS	# OF DOTS ³	# OF LARGE DOTS ⁴
Develop tourism around historic resources	<ul style="list-style-type: none"> • <i>The town has done a TERRIBLE job of promoting its history in the past -- step this up!</i> • <i>Instead of re-building Wood Island in a difficult spot to access, rebuild or move to Fort Foster; Kittery could recoup some expenses from Fort Foster fees</i> • <i>No commercial ventures on Wood Island -- no tour boats -- no access from Fort Foster</i> • <i>Preserve the Wood Island Life Saving Station; do not use for museum and/or concession</i> 	10	0
Expand the existing museum	<ul style="list-style-type: none"> • <i>Move library to new location; use the Rice building for the Kittery Naval Museum</i> • <i>Improve access and visibility of the museum</i> • <i>Preserve the library and expand it its current location</i> 	7	1
Develop education and raise awareness regarding history and nature (e.g. Portsmouth Naval Shipyard Museum, Kittery Historical and Naval Museum, Kittery Land Trust, Mt. Agamenticus to the Sea initiative	<ul style="list-style-type: none"> • <i>[Place] teaching signs -- "this land had this use; look how regional life has changed"</i> • <i>Put up a sign -- "this historic property... However, it is privately owned; please respect and appreciate it from the road or sidewalk"</i> • <i>Broaden the definition of "historic"</i> • <i>Broaden the definition of "historic;" not just Mark Wentworth's house; we want to preserve the ambiance Kittery as an old fishing town; don't just preserve individual homes</i> • <i>Provide signage regarding historic buildings</i> 	3	0

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BURNING QUESTION: HISTORIC PROPERTIES

Several historic properties in Kittery have been demolished or significantly altered in the recent past.

How can we prevent the loss of historic buildings and landscapes while, at the same time, protecting individual property owners' rights?

COMMENTS	# OF DOTS ⁵	# OF LARGE DOTS ⁶
<i>Give a real estate tax abatement for historic preservation</i>	2	0
<i>Encourage and support the Wood Island Restoration</i>	6	0
<i>Wood Island is likely to be a large waste of \$\$ (it all goes away with one big storm)</i>	3	1
<i>Build a center on shore to showcase Wood Island history in place of having a shuttle to get people to the actual site</i>	2	0
<i>Create a historic district (through zoning) for Kittery Point</i>	1	0
<i>Revitalize the school house or corner of Cutts Island Lane</i>	0	0
<i>Inventory Kittery's resources to be used for planning</i>	0	0
<i>Provide tax relief to historic buildings -- the designation limits owners, so support them</i>	4	0
<i>Waste of \$\$ -- Wood Island</i>	0	0
<i>Provide tax credits on real estate taxes for preserving old houses</i>	6	1
<i>Make adaptive re-use the preference in Kittery -- someone who wills to tear down must give excellent reason</i>	6	1
<i>Document all properties older than 100 years and protect them like a historic district for individual houses</i>	1	0
<i>Create official historic districts</i>	0	0
<i>Promote incentives for preservation</i>	3	0
<i>Turn the town library into a museum</i>	0	0

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BURNING QUESTION: RICE PUBLIC LIBRARY BUIDLING

The Rice Public Library is housed in one of the most architecturally-significant library buildings in the State of Maine. It may or may not continue to be used as a library in the future.

What is the best way for the town to protect this building from demolition or incompatible alteration, regardless of how it is used in the future?

COMMENTS	# OF DOTS ⁷	# OF LARGE DOTS ⁸
<i>Expand current Rice Library -- sell annex to Town for parking -- do not relocate library to the KCC</i>	2	1
<i>Need a handicapped [accessible] building -- I know lots of family and friends who are unable to go to the library</i>	1	0
<i>Time for a 21st century new library -- Rice Library building can be used as an historic resource/discovery center</i>	12	7
<i>Keep the Rice Library building for the library</i>	1	0
<i>Need critical 21st century handicapped accessible green building at the Frisbee Common</i>	4	8
<i>Stay in the existing building; get federal funds for accessible addition -- stay downtown where the businesses are!</i>	1	
<i>Library should move into Kittery Community Center and old building turned into storefronts or more business locations</i>	0	1
<i>Make it an historic site/museum -- YES!</i>	1	0
<i>New handicapped-accessible library building near but NOT in Kittery Community Center, to house 35,000 volumes, discussion and reading areas, and parking</i>	3	1
<i>The town deserves a library that is handicapped-accessible, especially since the population is aging. Provide library on the Frisbee Common site that will serve the entire town</i>	3	0
<i>Leave library in place</i>	0	0
<i>If library building becomes vacant, create a "Discover Kittery" center like Portsmouth -- YES!</i>	12	0
<i>Library should relocate to Frisbee Common, which is NOT KCC property</i>	0	0
<i>Put a covenant on it, if sold.</i>	0	0
<i>Don't tear down library regardless of decision -- talk with publishers in Portsmouth/literacy center</i>	6	0
<i>Preserve the Rice Library building as a public place as a library and add onto it, like Newington did</i>	8	0
<i>A business who wants a picturesque address would like the library if it were updated with computer access.</i>	0	0
<i>Need modern library at Community Center -- redevelop the Rice Library</i>	2	0
<i>Whatever happens to library, preserve this building for the town -- love the youth idea of a museum space</i>	2	0
<i>Rice Library -- historic preservation</i>	2	0
<i>Consolidate the Naval Museum and Shipyard Museum here</i>	0	0
<i>Do not build a new library</i>	0	0
<i>Move [library] to Kittery Community Center extended wing</i>	0	0
<i>Keep library at Rice -- make it a town department -- renovate the building and make it accessible</i>	8	2

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GOAL 2.0 NATURAL RESOURCES AND RECREATION

GOAL STATEMENT: To protect Kittery’s natural resources including water, agricultural forest resources, open space, and recreation.

STATE GOALS:

- To protect the State's other critical natural resources, including without limitation, wetlands, wildlife and fisheries habitat, sand dunes, shorelands, scenic vistas, and unique natural areas.
- To protect the quality and manage the quantity of the State's water resources, including lakes, aquifers, great ponds, estuaries, rivers, and coastal areas.
- To safeguard the State's agricultural and forest resources from development that threatens those resources.
- To promote and protect the availability of outdoor recreation opportunities for all Maine citizens, including access to surface waters.
- To encourage orderly growth and development in appropriate areas of each community, while protecting the state's rural character, making efficient use of public services, and preventing development sprawl.

OBJECTIVE 2.1. PROTECT AND PRESERVE CRITICAL OPEN SPACES FOR PASSIVE RECREATION, VISUAL IMPACT AND PRESERVATION OF WILDLIFE HABITATS.

STRATEGIES	COMMENTS	# OF DOTS ¹	# OF LARGE DOTS ²
<i>Protect farmlands from over-development by having larger minimum lot sizes in the rural residential zone</i>	<ul style="list-style-type: none"> • <i>Consider exceptions to lot size for low income, mixed income housing</i> • <i>Support land conservation</i> • <i>Keep area north of Spruce Creek as low-growth zone</i> • <i>Do not develop on or near wetlands as we have in the past -- we need open space!!!</i> • <i>Please protect existing wetlands!!! There is NO such thing as “manmade wetlands” (from Rte. 236)</i> 	13	2
<i>Protect wildlife corridors and consider hunting ban in Town Forest (use non-lethal bird and deer control methods)</i>	<ul style="list-style-type: none"> • <i>Protect to extent possible critical habitats and wildlife corridors</i> • <i>Allow planning board to align conservation open space on adjacent parcels</i> 	3	3

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STRATEGIES	COMMENTS	# OF DOTS ¹	# OF LARGE DOTS ²
	<ul style="list-style-type: none"> Move wind turbine from transfer station to Pepperrell Cove or Wood Island 		
Review cluster zoning regulations and improve	<ul style="list-style-type: none"> Cluster zoning small houses 	5	0

OBJECTIVE 2.2. INCREASE OPPORTUNITIES FOR RECREATION

STRATEGIES	COMMENTS	# OF DOTS ³	# OF LARGE DOTS ⁴
Enforce dog feces ordinance at Seapoint Beach and Fort Foster	<ul style="list-style-type: none"> Control dogs at Fort Foster Enforcement of dog ordinance is too little; policy change is needed Use fees to build/maintain clean dog poop disposal 	11	0
Consider expanding season at Fort Foster	<ul style="list-style-type: none"> Concerts/events at Fort Foster (music, plays...) 	5	0
Implement recommendations of Athletic Fields Master Plan⁵	<ul style="list-style-type: none"> The Athletic Fields Plan should be funded primarily through grants to minimize fiscal impact to residents Make sure the Athletic Fields Plan is "need" vs. "want" and re-evaluate as demographics change 	3	0
More playgrounds	<ul style="list-style-type: none"> Playground in downtown Kittery=more foot traffic in local stores Playground v. snow dump location at Rice Avenue and Water Street Volleyball? Badminton 	2	0
Increase awareness of existing resources and how to enjoy them	<ul style="list-style-type: none"> Have definite times for hunting 	2	0
Address vandalism at John Paul Jones Park		1	0
Consider a dedicated dog park	<ul style="list-style-type: none"> Dog park a great idea In town dog regulation with "walking stickers" -- must have no cost permit/sticker to walk dog Out of town dog day pass for a fee, available online 	1	0

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⁵ **Master Plan for Athletic Fields**, Kittery, Maine, 2015.

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STRATEGIES	COMMENTS	# OF DOTS ³	# OF LARGE DOTS ⁴
<i>Support Kittery Community Center's strategic plan for program expansion</i>	<ul style="list-style-type: none"> <i>The KCC should NOT have carte blanche</i> 	0	0
<i>Give priority/preference to Kittery residents for use of boating, recreational fields and facilities</i>	<ul style="list-style-type: none"> <i>Lower mooring fees for residents</i> 	0	0

OBJECTIVE 2.3. IMPLEMENT SUSTAINABILITY MEASURES TO PROTECT THE ENVIRONMENT

STRATEGIES	COMMENTS	# OF DOTS ⁶	# OF LARGE DOTS ⁷
<i>Begin by articulating Town-wide goals for energy efficiency</i>	<ul style="list-style-type: none"> <i>Continue support of existing conservation organizations</i> <i>Carry in, carry out does not work -- have trash cans so people can dispose of litter</i> <i>Place more trash cans in public places</i> <i>Ban bottled water at public and government and school meetings</i> <i>Create energy committee</i> <i>Revive energy committee</i> <i>Convert street lights to LED lighting</i> <i>Save \$\$ -- replace town lights with LED</i> <i>Make sustainable practices a part of the Comp. Plan (see York's Comp. Plan)</i> <i>Mandate environmentally-conscious paving</i> <i>Recycle!!! (Outdoor trash bins, etc.)</i> <i>All of these are high priority...DITTO!</i> 	27	5
<i>Use renewable energy for all town buildings (e.g. solar)</i>	<ul style="list-style-type: none"> <i>Mandate LEED Silver minimum on all projects</i> <i>Enact energy efficient measures in all buildings</i> <i>Push for solar power town-wide on all public buildings...DITTO!</i> <i>Provide incentives for solar and renewables (no permit fees?)</i> 	8	3
<i>Provide incentives to residents and businesses (e.g. tax credits) to encourage use of renewable energy sources</i>	<ul style="list-style-type: none"> <i>Town incentives like tax credits on real estate taxes for solar installation</i> <i>...DITTO</i> 	8	1
<i>Determine sustainability requirements for new buildings and renovations</i>	<ul style="list-style-type: none"> <i>Consistency along shoreline building, remodels, etc.</i> 	5	5
<i>Prepare for climate change and sea level rise (e.g. Ensure adequate flood plain)</i>	<ul style="list-style-type: none"> <i>Start planning NOW for sea level rise! Let's start changing our usage and</i> 	5	2

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STRATEGIES	COMMENTS	# OF DOTS ⁶	# OF LARGE DOTS ⁷
<i>infrastructure)</i>	<i>sources (solar + wind) energy</i>		
<i>Strengthen language in existing ordinances that protect the Town's natural resources and increase enforcement</i>	<ul style="list-style-type: none"> • <i>Implement pay to throw</i> • <i>Every three years, pump out all septic systems on waterfront and along shoreline</i> 	4	2
<i>Regulate fertilizer run off</i>	<ul style="list-style-type: none"> • <i>Ban fertilizer for lawns</i> 	3	0
<i>Collaborate with other towns for renewable and sustainable energy resources and technologies</i>		2	0
<i>Encourage the use of LED lighting and solar arrays</i>		1	2
<i>Clean up Spruce Creek to allow clamming and other activities</i>	<ul style="list-style-type: none"> • <i>Forget Spruce Creek until Ports. new sewer plant</i> 	1	0
<i>Consider banning the use of plastic bags</i>	<ul style="list-style-type: none"> • <i>Ban plastic bags</i> • <i>Enact plastic bag ban, like York and Portsmouth...DITTO!</i> • <i>I re-use my plastic bags</i> 	1	0
<i>Replant shoreline with native species</i>	<ul style="list-style-type: none"> • <i>Enforce shoreline protection along Kittery shores including Spruce Creek and Chauncey Creek</i> 	1	0
<i>Consider joining the New England Climate Adaptation Project (along with other Maine coastal towns)</i>		0	0

BURNING QUESTION: HUNTING

Did you know that you can hunt some type of animal every day of the year in Kittery, except Sunday? Reportedly several Kittery residents have heard bullets “whizzing by” them as they walked through the Town Forest.

How do we respect the rights of hunters to engage in their sport and simultaneously ensure the safety of all residents?

COMMENTS	# OF DOTS ⁸	# OF LARGE DOTS ⁹
<i>No hunting where hiking/walking is encouraged</i>	0	0
<i>Permit bow hunting on public lands</i>	1	0

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COMMENTS	# OF DOTS ⁸	# OF LARGE DOTS ⁹
<i>Limit hunting to control animal numbers (population)</i>	0	0
<i>Groundhogs?</i>	2	0
<i>Yes hunting -- deer are overpopulated</i>	0	0
<i>Shotgun and bow only</i>	3	1
<i>Post times - limit hunting</i>	0	0
<i>Allow hunting - have signage and publicity - deer population needs to be controlled</i>	3	0
<i>We need to provide places in town where people can hunt -- important for controlling deer population and for maintaining traditional uses of land in Maine</i>	0	0
<i>No hunting on public land -- Town Forest, etc. -- post hunting regulations -- many people don't know that there is no hunting in Maine on Sundays</i>	0	0
<i>Limit hunting to deer season on Town Farm</i>	0	0
<i>Limit hunting to specific weekdays so public can enjoy weekends</i>	0	0
<i>No hunting in our small town</i>	25	6
<i>No trapping for the safety and welfare of pets, young people, wild animals with whom we share our space</i>	1	0
<i>Have hunting "seasons"</i>	1	0
<i>I'm not a hunter -- but hunting/trapping are part of Maine culture -- a coexistence is needed</i>	0	0
<i>Let them hunt away from people friendly spaces -- perhaps allow private landowners to...</i>	0	0
<i>Shotgun only in all areas with hunting</i>	4	0
<i>Hunting should be preserved -- yes -- in the 21% undeveloped areas</i>	1	0
<i>Hunting keeps down Lyme disease -- shotgun only</i>	1	0
<i>Severely limit hunting and make sure all are informed to specific days and times -- eat what you hunt</i>	1	
<i>Publish hunting to inform citizens -- hunting is o.k.</i>	3	0
<i>Limit hunting in public open space to specific days and post</i>	4	2
<i>No hunting, but I am interested in how to [reduce] the deer population -- Lyme disease is epidemic and they have no predator</i>		
<i>The deer population is overrunning Kittery's forests -- we need more hunting</i>	3	0
<i>I am not a hunter but think people who like to hunt should be able to</i>	0	0
<i>Hunting seasons, clearly posted</i>	1	0
<i>No blinds, tree stands, traps</i>	1	0
<i>Limit hunting to specific day/time and make sure proper signage in place to convey that</i>	0	0
<i>Shot gun and bow only!!!</i>	0	0
<i>Limit days and times</i>	0	0
<i>Maybe town sponsored hunter safety classes -- no hunting in the Maine woods? -- sounds strange</i>	0	0

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BURNING QUESTION: DOGS ON THE BEACH

Reportedly many Kittery dog owners bring their dogs to the beach and some do not clean up after their pets. During summer months this is exacerbated because some beach-goers are also made uncomfortable when dogs are on the beach while people are swimming, sunbathing and/or picnicking.

How do we strike a balance between dog owners' desire to bring their dogs to the beaches and the desire of others for clean and peaceful beaches?

COMMENTS	# OF DOTS ¹⁰	# OF LARGE DOTS ¹¹
<i>Park revenue should not go into the general fund</i>	0	0
<i>Raise fine for leaving dog waste to \$100</i>	3	0
<i>Establish dog-walking hours -- provide doggie bags -- penalty(?) for not picking up</i>	1	0
<i>The public needs to be educated about the effects of dog waste -- "the tide will wash it out" is a lame excuse</i>	1	0
<i>Seapoint is a natural resource - migrating birds need sandy beaches like Seapoint to feed -- no dogs on the beach for fall-spring migration</i>	0	0
<i>Have special tag for dogs on Fort Foster and Seapoint</i>	0	0
<i>The environment must come first -- as a dog owner, even I feel people/dogs must adapt to protecting these areas -- we could have volunteer patrols to remind dog walkers they must clean up or lose access</i>	0	0
<i>The policeman who sits in his car reading the paper could ticket down owners who don't pick up -- I am a dog owner</i>	7	2
<i>Seapoint Beach -- no dogs should be allowed in summer months -- kids build sand castles during the day -- dogs piss on sand castles in the evening -- then kids play in the pissy sand the next day</i>	20	19
<i>Too many rules kill what's great about Kittery</i>	1	0
<i>No commercial "dog walkers" on Seapoint...DITTO</i>	1	0
<i>Dog waste pollutes: summer or winter, in the woods or on the trail -- bags should be available and responsibility not over until [owners] take bag home</i>	4	1
<i>Frequent trash cans available to throw away dog feces (in bags) -- volunteer committee could take responsibility to empty cans and bring to Resource Recovery House to hold trash</i>	0	0
<i>Separate cans for recyclable items (not dog feces) could also be in public areas where locals enjoy themselves -- volunteers could be responsible to empty</i>	0	0
<i>Beaches are for people -- Kittery needs a dog park</i>	1	0
<i>Enforce and figure out dog</i>	0	0
<i>Hire a student intern for the summer with \$\$ from Fort Foster gate receipts to be resource officer during the summer and in September</i>	4	0
<i>No dog park -- we need enforcement -- lots of it -- DITTO</i>	3	0
<i>Dog park! At beaches I see dogs off leash and scaring people and getting into fights with other dogs</i>	0	0
<i>More explicit signage at Seapoint regarding dogs (see Dogs Welcome signs on kiosk at Stratham Hill Park)</i>	0	0
<i>The restricted hours at Seapoint are working quite well overall -- I live on Cutts Island and am at the beach daily so I have a pretty good handle on things down there</i>	2	1

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COMMENTS	# OF DOTS ¹⁰	# OF LARGE DOTS ¹¹
<i>Train the owners -- fine the owners -- DITTO -- DITTO</i>	2	1
<i>No picking up dog feces by owner(s) should be a <u>criminal</u> offense -- it is among other things, a health hazard</i>	0	0
<i>Large fine for not picking up after dogs -- water receptacles need to be available at Fort McClary</i>	0	0
<i>Waste receptacles at Fort Foster and Seapoint for the poop bags</i>	3	1
<i>Limited hours and seasons when dogs can run -- enforcement!</i>	0	0
<i>Start a community clean-up project -- this brings people together and raises awareness</i>	0	0
<i>Dog park</i>	5	1
<i>Provide water at Seapoint</i>	0	0
<i>Roadways leading to beach and along water's edge littered with dog waste -- very unsanitary -- public health problem</i>	0	0
<i>Dog park yes! -- have been and have seen too many dog assaults on the beach</i>	1	1
<i>Provide fenced-off area for off-leash/off leads</i>	3	0
<i>Periodic enforcement of current regulations</i>	0	0
<i>Enforce leash laws when dogs are outside of Fort Foster and on private property</i>	2	0

BURNING QUESTION: ATHLETIC FIELDS

The Athletic Fields Master Plan identifies the need for more playing venues as well as a series of other recommendations to help maximize access and use of existing fields.

Would you support implementing the recommendations of the Athletic Fields Master Plan even if it meant an increase in your taxes?

COMMENTS	# OF DOTS ¹²	# OF LARGE DOTS ¹³
<i>More updated playgrounds near playing fields -- bike racks at fields</i>	2	0
<i>No to tax increase</i>	0	0
<i>This field (picture -- at KCC) is great -- are we going to put a library here?</i>	0	0
<i>Support the plan within reason -- no tennis court -- not \$9.0 million</i>	0	0
<i>Yes! (a grandparent)</i>	0	0
<i>Yes! And I have no children...DITTO</i>	4	1
<i>If there is clear communication about the costs to residents and other sources of funding (grants) have been vigorously pursued, then maybe</i>	3	1
<i>More "senior" softball or other activities will support growth and maintenance of athletic fields</i>	0	0
<i>Tennis courts used by too small a percentage of the population</i>	0	0
<i>Absolutely NOT -- want to decrease contact sports -- increase cognitive and intellectual activities</i>	2	
<i>NO -- currently my property tax is about 20% of my total income</i>	0	0
<i>Not without constraints -- for instance tennis courts are not a priority</i>	2	0
<i>Suggest more agricultural/vocational activities at the schools (greenhouses and gardens)</i>	2	0
<i>Yes!</i>	2	0
<i>What about the fields around the schools or buy up a farm field and develop</i>	3	0

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COMMENTS	# OF DOTS ¹²	# OF LARGE DOTS ¹³
<i>Maximize what Kittery has</i>	0	0
<i>Tennis courts at Community Center or Emery Field</i>	5	0
<i>Start with upkeep and improve what we currently have and build additional if necessary</i>	0	0
<i>NO and please let people know about <u>increased taxes</u> because of this</i>	3	1
<i>No -- maintain what we have...DITTO</i>	0	0
<i>Kittery and Kittery kids need more</i>	2	0
<i>More facilities but not high end competition -- fix fields at old rec center first</i>	0	0
<i>More should be done to have playgrounds and recreation</i>	0	0
<i>Tennis courts at KCC</i>	4	0
<i>Reconcile seniors' opinions with the goal of bringing families to Kittery</i>	0	0
<i>No -- money should be built in to cover projected expansion and development</i>	2	0
<i>Need more crosswalks -- bike racks</i>	1	0

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GOAL 3.0 ECONOMIC DEVELOPMENT

GOAL STATEMENT: To support desirable economic development, reduce dependence on the Portsmouth Naval Shipyard, and increase the Town's tax base while also providing local

STATE GOAL:

Promote an economic climate that increases job opportunities and overall economic wellbeing.

jobs.

OBJECTIVE 3.1: ATTRACT AND RETAIN BUSINESSES TO SUSTAIN THE VIBRANT CENTER AT FORESIDE THAT PROVIDES RESIDENTS WITH PLACES TO GO AND SPACES TO GATHER

STRATEGIES	COMMENTS	# OF DOTS ¹	# OF LARGE DOTS ²
Implement recommendations from the Foreside Forums	<ul style="list-style-type: none"> • <i>Do not overdevelop Foreside</i> • <i>Stop talking about Foreside, 15 years of planning, we're all set</i> • <i>Maintain character of Foreside, adaptive reuse</i> • <i>Why so much focus on the Foreside? So dense and congested already</i> 	9	2
Create an Overlay District for the Foreside District, which includes adaptive reuse regulations	<ul style="list-style-type: none"> • <i>Insist on sustainability, promote incentives to new businesses</i> • <i>Overlay for Foreside, include adaptive reuse regulations</i> • <i>Emphasis maintaining Foreside character, ensure affordability, rentals, historic reuse</i> 	6	9
Support local small businesses; provide incentives		4	2
Resolve the library renovation or new construction issue, if library relocates develop goals for the reuse of the two buildings	<ul style="list-style-type: none"> • <i>Keep library in Foreside</i> • <i>Give Town control over the library</i> • <i>Library in carehouse building can be used for parking if Town buys it</i> • <i>Reuse as a welcome/discovery center for Kittery</i> • <i>Rice building should have the library</i> 	2	
Attract and support artists		1	
Make better use of the government dock at Foreside, consider establishing	<ul style="list-style-type: none"> • <i>No taxi to Portsmouth</i> • <i>Silly idea</i> 		

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STRATEGIES	COMMENTS	# OF DOTS ¹	# OF LARGE DOTS ²
a water taxi service to Portsmouth, also better connect the dock to the Foreside area			
Address parking issues	<ul style="list-style-type: none"> • <i>Use existing spaces</i> • <i>No room for parking, park at Town Hall</i> • <i>Pick a place to park, then shuttle</i> • <i>Use parking lots we already have (St. Raphael's and York Hospital)</i> • <i>Use York Hospital</i> • <i>Use Hospital, library lots</i> • <i>Use existing parking</i> • <i>Use existing parking</i> 		
Consider converting the municipally-owned parking lot into a park			

OBJECTIVE 3.2 ATTRACT NEW BUSINESSES TO THE BUSINESS INDUSTRIAL PARK

STRATEGIES	COMMENTS	# OF DOTS ³	# OF LARGE DOTS ⁴
Support efforts to provide services to the area	<ul style="list-style-type: none"> • <i>Focus on other areas beside the Foreside, like Bypass, Route 1, Shapleigh Road</i> 	6	
Become more business-friendly by streamlining permitting	<ul style="list-style-type: none"> • <i>Stop putting restrictions on business areas</i> • <i>Develop office – shared spaces to rent monthly to attract more off-site workers in technology</i> 	3	1
Outreach to institutions of higher education and research facilities	<ul style="list-style-type: none"> • <i>Attract younger workers and higher paying jobs</i> • <i>Market business park on 236</i> 		

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OBJECTIVE 3.3 IDENTIFY AND PROMOTE DESIRABLE LOCATIONS FOR ADDITIONAL DEVELOPMENT

STRATEGIES	COMMENTS	# OF DOTS ⁵	# OF LARGE DOTS ⁶
Steer development to areas with available sewer and water and where other such development already exists (not rural areas)	<ul style="list-style-type: none"> • <i>Pine Tree District to make tax complete with Pease</i> • <i>Affordable housing near Cutts and Haley Roads to Foresides</i> • <i>Plan for increased revenues in business park development, give relief to residents bordering that district</i> • <i>Implement mitigation banking, allow development where desired and protect sensitive areas</i> 	11	2
Attract jobs that support lower income residents	<ul style="list-style-type: none"> • <i>Encourage start up and technology</i> • <i>Attract jobs for lower income folks with no car</i> • <i>Affordable mass transit or no cost transit for low income workers</i> • <i>More desirable with less restrictive environment to attract higher end businesses</i> 	9	2
Support the reuse of the Water District site to a mixed use development	<ul style="list-style-type: none"> • <i>Change the zoning</i> • <i>Make water site open to mixed use</i> • <i>Yes, we must use this site</i> • <i>Don't develop on wetlands</i> • <i>Affordable and workforce housing</i> 		

OBJECTIVE 3.4 DEVELOP GUIDELINES FOR THE FUTURE REDEVELOPMENT OF THE OUTLET MALLS INTO A MIXED-USE MORE PEDESTRIAN-ORIENTED AREA

STRATEGIES	COMMENTS	# OF DOTS ⁷	# OF LARGE DOTS ⁸
Develop an overlay district with design guidelines for future redevelopment of the area	<ul style="list-style-type: none"> • <i>Yes, beautiful area</i> • <i>Mixed income housing</i> • <i>Mixed income housing</i> • <i>Mixed use and pedestrian/bike should be encouraged</i> • <i>Mixed use</i> • <i>Simplify zoning</i> • <i>Encourage entrepreneurs</i> • <i>Senior housing and services</i> • <i>Redevelop this area but hard to give answer without knowing implications</i> 	21	1

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STRATEGIES	COMMENTS	# OF DOTS ⁷	# OF LARGE DOTS ⁸
	<i>and guidelines for overlay</i> <ul style="list-style-type: none"> • <i>Bike and scooter paths with racks</i> 		

OBJECTIVE 3.5 CREATE JOBS FOR A VARIETY OF SKILL SETS AND RANGE OF SALARIES

STRATEGIES	COMMENTS	# OF DOTS ⁹	# OF LARGE DOTS ¹⁰
Support those with J -1 Visas	<ul style="list-style-type: none"> • <i>Hire local students instead of J-1 visas</i> • <i>Create dorm type living for summer wokers</i> • <i>Make flex housing possible for J-1 workers</i> • 		

OBJECTIVE 3.6 PROMOTE KITTERY AS A GOOD PLACE TO RAISE A FAMILY IN ORDER TO INREASE THE POPULATION AND THEREFORE THE MARKET TO SUPPORT ECONOMIC DEVELOPMENT

STRATEGIES	COMMENTS	# OF DOTS ¹¹	# OF LARGE DOTS ¹²
Develop materials promoting Kittery's assets and quality of life	<ul style="list-style-type: none"> • <i>Promote PBL. Students will finally be allowed to show what they know through different methods and will be responsible for learning with lots of support</i> • <i>Enforce speed limits</i> • <i>Seasonal water taxi from Wood Island, Pepperrell Cove, culture piers, Badgers, etc</i> • <i>Start foreign language in schools</i> • <i>Not Necessary</i> • <i>Schools are great, but under common core teachers and students suffer</i> • <i>Improve schools so young families do not move away</i> • <i>Why promote?</i> • <i>Invest in the schools first, and the families will follow</i> • <i>Make the schools the best</i> • <i>Rethink new current grading system and</i> 	28	7

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STRATEGIES	COMMENTS	# OF DOTS ¹¹	# OF LARGE DOTS ¹²
	<p style="text-align: center;"><i>common core</i></p> <ul style="list-style-type: none"> • <i>Provide best education</i> • <i>Treat all school employees with more respect</i> • <i>Look at what other progressive towns are doing</i> • <i>Google fiber or other internet options in town</i> • <i>Publicize the great schools</i> • <i>Develop intergenerational activities to add connections for students and residents</i> 		

OBJECTIVE 3.4 SUPPORT THE FISHING INDUSTRY

STRATEGIES	COMMENTS	# OF DOTS ¹³	# OF LARGE DOTS ¹⁴
Include fishermen in the conversation regarding what they need	<ul style="list-style-type: none"> • <i>Give fishermen priority since they keep our economy this character alive</i> • <i>More public facilities on waterfront of Pepperrell Cove</i> • <i>Have dock fish market</i> • <i>Deregulation and freedom for the locals to fish responsibly</i> • <i>Shipyard is not positive</i> 	11	

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BURNING QUESTION: ECONOMIC DEVELOPMENT: MIXED USE ZONE

The Mixed Use Zone north of the outlet malls has not seen much development in the last ten years. The Sarah Long Bridge will bring new opportunities and challenges to the Route 1 Corridor.

What kind of development do you think is most appropriate for the future along the town's major commercial spine; specifically along Route 1 in the area from Haley Road to the York line?

COMMENTS	# OF DOTS ¹⁵	# OF LARGE DOTS ¹⁶
<i>Leave the bypass at 4 lanes to aid businesses</i>		
<i>Small industry – Kittery label products in the shadow of Stonewall Kitchen</i>	1	1
<i>Make it walk and bike friendly. People will use it if you make it safe.</i>	12	
<i>Allow residential over commercial</i>	10	4
<i>Supermarket</i>	4	1
<i>Yes, we need a local market, a small "supermarket"</i>		
<i>Small industrial and small commercial, affordable housing, bike friendly, bus routes</i>	2	
<i>Support young entrepreneurs. They are looking for opportunities at lower cost than Portsmouth and Portland</i>	1	1
<i>Make it more visually pleasing, not very attractive now</i>		
<i>Hydroponic farm, Business Incubator, Light industry for disadvantaged</i>	2	
<i>Supermarket</i>		
<i>Small business park(s)</i>		
<i>Supermarket on Route 1</i>		
<i>Youth center</i>	3	
<i>Small Businesses</i>	1	1
<i>Youth Center</i>		
<i>Mixed Use</i>		1
<i>Supermarket, but not WalMart</i>	1	
<i>Artist studios and living space with low rents</i>	2	
<i>Mixed Use</i>		
<i>No big box stores</i>	6	2
<i>Preserve and create affordable temporary housing</i>		
<i>Hodge-podge development is inconsistent and ugly</i>	1	
<i>Foreside is over developed</i>		1
<i>Maker space, year round farmer's market</i>	2	
<i>Speed bumps, bike lanes, sidewalks, shade trees</i>	1	
<i>Non-profit businesses</i>	2	
<i>Do not develop on or near wetlands like Kittery has done in the past</i>	1	

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BURNING QUESTION: ECONOMIC DEVELOPMENT: OUTLETS

The rise of on-line shopping and the development of other regional outlets have resulted in a decrease in demand for the Kittery shops; thirteen stores closed just last year. The buildings are also reaching the end of their life cycle.

What would you like to see in this area of town in the future as it evolves?

COMMENTS	# OF DOTS ¹⁷	# OF LARGE DOTS ¹⁸
<i>Affordable housing, parking for a shuttle</i>	3	
<i>Corporate center focused on internet services</i>	1	
<i>More local flavor businesses for outlet areas. Housing for 30-40 year old single folk</i>	2	
<i>Rezone for apartments and condos</i>		
<i>Space for artists</i>		
<i>Cluster housing, low income homeownership</i>		
<i>Parks. Look at what other towns/cities have done with similar opportunities</i>		
<i>Elevated rail, monorail from mall to Foreside to housing by Cutts and Haley Roads</i>		
<i>Park for kids</i>		
<i>Get rid of outlets and make into affordable housing, or school/university, or park, or anything that isn't a mall</i>		
<i>Low income housing</i>		
<i>Parking with shuttles to Foreside/Route 1</i>		
<i>Such beautiful maker space, Launching area for small boats, green space</i>		
<i>Land is gorgeous, preserve and make parks with parking and science center</i>		
<i>Whatever you do, improve environment and run off into Spruce Creek</i>		
<i>Middle income mixed use housing</i>	1	
<i>Artist spaces, apartments</i>	6	
<i>Would be great area for theater, arts, market place</i>	2	6
<i>How about open space, large park by the river</i>		
<i>Large park and mixed use zone with mixed income housing</i>	2	1
<i>Micro units and small houses for the workforce</i>	2	
<i>Chance to mixed use above the malls</i>	4	
<i>Walk, bike access to water</i>	4	
<i>Mixed use sustainable space, co work space, affordable housing, shopping</i>	2	
<i>Artist space, green space, dog parks, low income housing, youth center, conference center</i>	2	
<i>Youth Center</i>	1	
<i>Artist housing and studio space</i>	1	
<i>Study of use of old malls in other communities, then do a comprehensive plan – not piece meal</i>	1	
<i>Create a walking trail along Spruce Creek behind the malls with storm water management in parking lots, more mixed use at the malls</i>	1	

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GOAL 4.0 HOUSING AND NEIGHBORHOODS

GOAL STATEMENT: To provide a range of housing types to meet the needs of individuals throughout their lifecycle and to support residents with a diversity of incomes.

STATE GOAL:

To encourage and promote affordable, decent housing opportunities for all Maine citizens.

OBJECTIVE 4.1: ATTRACT YOUNG FAMILIES AND RETAIN RESIDENTS WITH A VARIETY OF INCOMES

STRATEGIES	COMMENTS	# OF DOTS ¹	# OF LARGE DOTS ²
Develop an affordable housing plan with strategies to achieve affordable housing goals.	<ul style="list-style-type: none"> • <i>More mixed use, accessible and walkable</i> • <i>Change areas in mall area to affordable housing</i> • <i>Property management of resources allowing occupancy of the "older homes" to renovate and renew the classic charm of Kittery</i> • <i>Develop energy efficiency program for homes</i> • <i>Assessed values updated as houses sell</i> • <i>Require developers and employers to contribute to workforce housing</i> • <i>Allow more concentrated use of existing housing</i> • <i>Workforce housing that is affordable</i> • <i>Integrate housing options</i> • <i>Senior citizen villages</i> • <i>Micro housing</i> • <i>Co-housing opportunities</i> • <i>PR for schools and recreation that attracts families and new business</i> • <i>Make sure affordable housing for low income and elderly are mandated to use solar and heat pumps</i> • <i>Keep taxes lower</i> • <i>Prioritize rentals over AirBnB</i> • <i>Develop and implement</i> • <i>Sustainable communities</i> • <i>Light rail from Kittery Foreside to housing out by Cutts and Haley Road.</i> 	56	7

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STRATEGIES	COMMENTS	# OF DOTS ¹	# OF LARGE DOTS ²
	<ul style="list-style-type: none"> <i>Small cluster housing affordable community gardens</i> 		

OBJECTIVE 4.2 SUPPORT ELDERLY RESIDENTS ABILITY TO AGE IN PLACE

STRATEGIES	COMMENTS	# OF DOTS ³	# OF LARGE DOTS ⁴
Review accessory units bylaw and make it easier to use	<ul style="list-style-type: none"> <i>Develop a Beacon Hill-type village.</i> 	26	0
Support the development of housing for seniors including Assisted living facilities	<ul style="list-style-type: none"> <i>Support Foreside zoning change to allow moderate development</i> <i>Encourage further moderate income independent living with neighborhood network addition</i> <i>Develop co-housing</i> <i>Make affordable housing available to the elderly so the growing elderly population will have possible caregivers and jobs will be available</i> <i>Yes to a local council on aging</i> <i>Support development of assisted living for low-income</i> <i>Create a housing authority to oversee housing development</i> <i>Yes to a local Council on Aging</i> <i>Elevate monorail from housing to Foreside</i> 	14	1

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BURNING QUESTION: HOUSING DIVERSITY

Housing prices, both ownership and rental, have been steadily increasing over time. The rise in cost is squeezing the lower- and middle-income households in Kittery and creating challenges with housing affordability.

What should the Town do to support housing that is affordable to lower and middle-income households?

COMMENTS	# OF DOTS ⁵	# OF LARGE DOTS ⁶
<i>Encourage/mandate enforcement of accessibility</i>	2	
<i>Provide builder permit credits to build more starter homes</i>		
<i>Increase multi-unit dwellings along Route 1</i>		
<i>Change the zoning</i>		
<i>Low-income housing</i>		
<i>Create effective density requirements</i>		
<i>Talk to our reps to re-establish tax rebates/exemptions (circuit breaker program)</i>	1	
<i>Small houses</i>	1	
<i>Allow mother-in-law apartments to allow residents to age in place with help</i>	6	
<i>Consider rent control</i>		
<i>New area for tiny homes</i>		
<i>Encourage creative reuse of existing housing</i>		
<i>Develop co-housing for seniors and families</i>	4	2
<i>Make new affordable housing be net zero in terms of energy efficiency</i>	5	
<i>Change zoning to outlets to include residential for assisted living or other housing</i>	3	
<i>Create a cluster housing zone which has mixed use</i>		
<i>Housing and studios for artists and craftsmen since they revitalize a community</i>	3	
<i>Small, clustered housing for seniors and young people</i>	4	
<i>Starting co-op housing initiatives</i>	2	
<i>Mother-in-law apartments would benefit older population</i>	3	
<i>Allow more small houses on existing property</i>		
<i>Preserve the original homes that originally made Kittery what we know today</i>	2	
<i>Housing for families with a play area built around a green, community areas, not just rows of single houses</i>	2	

Where are the appropriate locations to encourage new housing development to support this goal?

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COMMENTS	# OF DOTS ⁷	# OF LARGE DOTS ⁸
<i>Mall areas redeveloped for new neighborhoods</i>	3	
<i>Route 1 in Foreside</i>		
<i>Route 1 – repurpose some of mall space</i>		
<i>Water District property</i>		
<i>Route 1 Mall should be mixed income housing with parks and supermarket</i>	11	
<i>Require homes that are a certain size to be better insulated, closer to net zero</i>	4	
<i>Route 1 Corridor, residential over commercial</i>	10	4
<i>What is Kittery’s definition of affordable?</i>		
<i>No big, ugly hotels with condos like what has happened in Portsmouth</i>	6	1
<i>Create mixed use zoning along Route 236 and Route 1 corridor so affordable housing can go where people don’t need 2 cars to get to the shipyard, etc.</i>	5	1
<i>Change zoning – mixed use on Routes 236 and 1</i>	1	
<i>More affordable homes and housing</i>	3	

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GOAL 5.0 TRANSPORTATION AND CIRCULATION

GOAL STATEMENT: To improve safety and ease of getting around Town and better connect the “pieces” of Kittery. Provide safe and pleasant alternatives to automobile travel with safe and pleasant bike and walking paths.

STATE GOAL:

To plan for, finance and develop an efficient system of public facilities to accommodate anticipated growth and economic development.

OBJECTIVE 5.1: ADDRESS TRAFFIC SAFETY AND CONGESTION

STRATEGIES	COMMENTS	# OF DOTS ¹	# OF LARGE DOTS ²
Shipyards traffic	<ul style="list-style-type: none"> • <i>Stagger traffic leaving shipyard</i> • <i>Develop teleworking and flexible/alternate schedules for workers</i> • <i>Have police enforce speed limits for Navy Shipyard traffic</i> • <i>Add traffic lights at Navy Shipyard entrances</i> • <i>Better traffic light at Gate 1, requires a turning signal arrow</i> • <i>Navy Shipyard should pay for traffic officers at traffic circle and at Rt. 236</i> • <i>Provide shuttle buses and park-and-ride lot for Shipyard traffic</i> 	22	5
Improvements on Walker Street	<ul style="list-style-type: none"> • <i>Make Walker Street and Government Street a one-way pair</i> • <i>The traffic light at Walker Street /Rt. 103 is too long for Navy Shipyard traffic</i> • <i>Southbound and eastbound traffic needs a left-turn light onto Rt. 103 from Walker Street (next to Wallingford Square, ext to Navy Shipyard gate)</i> 	1	0
Maintenance and Enforcement	<ul style="list-style-type: none"> • <i>We don't maintain the roads we have - why?, to keep our tax rate at an arbitrary level?</i> • <i>Street Calming needed - try paint, Love Lane</i> • <i>Repave Picott Road</i> 	13	0
Various Issues	<ul style="list-style-type: none"> • <i>Signage at Rt. 103 Pocahontas Road to</i> 	2	0

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STRATEGIES	COMMENTS	# OF DOTS ¹	# OF LARGE DOTS ²
	<p><i>direct people to Seapoint and Fort Foster</i></p> <ul style="list-style-type: none"> • <i>Crosswalk at Stimson Street/Rt. 1 allows motorists to turn and they do not observe pedestrian right of way</i> • <i>Martin Road is an area for more development, but very concerned about more traffic</i> • <i>Crosswalk and lights, Warrens to Rice Avenue</i> • <i>Don't use plow trucks on sidewalks, plow trucks tear up walkways</i> • <i>Eliminate signs in middle of streets</i> • <i>Paint "Share the Road" markings on streets</i> • <i>Traffic light at Shapleigh Road and Dion Avenue</i> • <i>Transportation for all of Kittery Rt. 236 near Eliot</i> • <i>When developing more roads please consider wetlands</i> • <i>Need one-way traffic through Foreside</i> 		
Prohibit Idling	<ul style="list-style-type: none"> • <i>No comments</i> 	0	0
Pass and enforce "No excessive Noise Ordinance"	<ul style="list-style-type: none"> • <i>No comments</i> 	0	0

OBJECTIVE 5.2 MAKE WALKING AND BIKING SAFE AND PLEASANT

STRATEGIES	COMMENTS	# OF DOTS ³	# OF LARGE DOTS ⁴
Provide and develop sidewalks, walking trails and bike paths	<ul style="list-style-type: none"> • <i>Make walking and biking safe everywhere</i> • <i>Connect sidewalks between Kittery and Kittery Point</i> • <i>Make Kittery, Kittery Point, Gerrish Island a walking/biking town</i> • <i>Provide wide safe sidewalks throughout Kittery including Foreside to Kittery Village center to Town Hall, State Road</i> • <i>Provide bike lanes from Foreside to Memorial Bridge and McClary and Foster parks</i> • <i>Improve sidewalk lighting and walking between neighborhoods</i> 	22	6

³ Participants were given 5 dots with which to prioritize within each goal. They were instructed to use up to 3 on any one item.

⁴ Participants were given 3 dots with which to prioritize across all goals. They were given one additional dot with which to emphasize one of their choices (therefore putting two on one item).

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STRATEGIES	COMMENTS	# OF DOTS ³	# OF LARGE DOTS ⁴
	<ul style="list-style-type: none"> • <i>Create new bike paths</i> 		
Consider closing portions of RT. 103 on Sundays to traffic except for residents	<ul style="list-style-type: none"> • <i>What?</i> • <i>To the beach?</i> • <i>Closing Rt. 103 is nuts, people have to get to businesses at Kittery Point and Fort Foster</i> • <i>Don't close Rt. 103 without a relevant predetermined use for the majority in Kittery</i> • <i>Don't close portions of Rt. 103 on Sunday</i> • <i>No Way!</i> 	0	0
Prioritize construction of sidewalks around schools and town-owned facilities, connect key destinations	<ul style="list-style-type: none"> • <i>No comments</i> 	2	0

OBJECTIVE 7.3 EXPLORE WAYS OF PROVIDING ALTERNATIVE MODES OF TRANSPORTATION

STRATEGIES	COMMENTS	# OF DOTS ⁵	# OF LARGE DOTS ⁶
Consider providing town-wide shuttle	<ul style="list-style-type: none"> • <i>Yes for town-wide shuttle and include stop to connect to other towns, Portsmouth</i> • <i>Public transit on Rt. 236</i> • <i>Partner with Coast to extend routes in Kittery and provide weekend service</i> • <i>Inexpensive public transportation on the main routes, RT. 1, 103, 236</i> • <i>Elevated monorail</i> • <i>Shuttle bus for Navy Shipyard workers</i> 	19	2
Consider town regulations for Uber and other car sharing services	<ul style="list-style-type: none"> • <i>Need charging stations for electric cars</i> 	1	1
Consider bike taxis	<ul style="list-style-type: none"> • <i>Bike rental units pick-up and drop-off areas (Boston, Montreal really great service)</i> 	1	0
Consider boat taxis	<ul style="list-style-type: none"> • <i>Boat taxis to Portsmouth and beaches, parks would be beneficial</i> • <i>No boat taxis</i> 	3 0	2 0
Other	<ul style="list-style-type: none"> • <i>Commercialize Wood Island -bad idea</i> • <i>Bypass is negative , need access to Old Post Road</i> • <i>Give Cats rights back</i> 	1	0

⁵ Participants were given 5 dots with which to prioritize within each goal. They were instructed to use up to 3 on any one item.

⁶ Participants were given 3 dots with which to prioritize across all goals. They were given one additional dot with which to emphasize one of their choices (therefore putting two on one item).

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OBJECTIVE 7.4 EXPLORE WAYS OF INCREASING PARKING OPTIONS

STRATEGIES	COMMENTS	# OF DOTS ⁷	# OF LARGE DOTS ⁸
Develop a town-wide Parking Plan	<ul style="list-style-type: none"> <i>No comments</i> 	8	1
Consider establishing a centrally located parking area with trolleys/shuttle buses	<ul style="list-style-type: none"> <i>Don't increase # of parking lots, don't encourage walking/biking from ports</i> <i>Consider Community Circle Church parking /shuttle service in Portsmouth</i> <i>Rice Library parking?</i> <i>Satellite parking for Navy Shipyard on Rt. 236</i> <i>Do not create more parking lots – blot the land, create shuttle buses</i> 	5	0
Consider relocating EMS to Fire Station and uses space for parking	<ul style="list-style-type: none"> <i>No comments</i> 	4	0
Increase cooperation between businesses and the Town regarding parking, shared parking opportunities	<ul style="list-style-type: none"> <i>No comments</i> 	2	0
Other	<ul style="list-style-type: none"> <i>Cover parking areas with carports that have solar panels and charging stations</i> <i>Existing parking spaces should all be striped parking spaces</i> 	0	2

BURNING QUESTION: TRANSIT

The Kittery Community Center has vans used for field trips for seniors and also owns a small bus for adult trips (18 year+). There used to be a shuttle bus service that operated on Route 103 that hasn't operated for a few years now. Some residents have asked for more public transportation opportunities for teens, seniors and others wanting an alternative to automobile travel.

Would you like to see a public shuttle bus service in Kittery?

COMMENTS	# OF DOTS ⁹	# OF LARGE DOTS ¹⁰
YES	11 ¹¹	0
<i>Light rail or monorail</i>	2	0
<i>Electric buses or trolleys</i>	5	2
<i>Bike racks on buses</i>	3	0

⁷ Participants were given 5 dots with which to prioritize within each goal. They were instructed to use up to 3 on any one item.

⁸ Participants were given 3 dots with which to prioritize across all goals. They were given one additional dot with which to emphasize one of their choices (therefore putting two on one item).

⁹ Participants were given 5 dots with which to prioritize within each goal. They were instructed to use up to 3 on any one item.

¹⁰ Participants were given 3 dots with which to prioritize across all goals. They were given one additional dot with which to emphasize one of their choices (therefore putting two on one item).

¹¹ In addition to the dots, there were 29 YES check marks.

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COMMENTS	# OF DOTS ⁹	# OF LARGE DOTS ¹⁰
<i>Weekend schedule</i>	0	0
<i>Promote coast route</i>	0	0
<i>No cost ridership for low income residents</i>	0	0
<i>Fixed schedule covering school hours</i>	0	0
<i>Routes serving Routes 1 and 103</i>	1	1
NO	0	0

BURNING QUESTION: NEED FOR PARKING

As areas become more popular, some people have noted a need for more parking in various locations in Kittery.

Do you think there is a need for additional parking in the following parts of town?

COMMENTS	# OF "YES" DOTS & CHECKS ¹²	# OF "NO" DOTS & CHECKS ¹³
FORESIDE	6 ¹⁴	0 ¹⁵
<i>Stripe parking spaces, no</i>	2	0
<i>Parking signs at Rice Library should clearly make allowance for after hours parking</i>	0	0
<i>Better Lighting</i>		
<i>Create centralized parking area and jitney</i>	1	0
<i>Light Rail from gas station (which was former railroad) to a parking area, tourist rail</i>	3	
<i>Develop Comprehensive Plan to use parking space at library, York Clinic and other commercial buildings for night time parking.</i>	0	0
<i>Reduce parking requirements for commercial and add a public fee lot</i>	0	0
<i>More handicap spaces</i>	0	0
PEPPERREL COVE	3 (includes 2 large dots)	0 ¹⁶
<i>There would be easy parking opposite Frisbee's, negotiate with Al</i>	0	0
CHAUNCY CRREK ROAD	0	0 ¹⁷
<i>Let parking be limiting factor. Don't just add parking so that commuting? is the priority</i>	0	0

¹² Participants were given 5 dots with which to prioritize within each goal. They were instructed to use up to 3 on any one item. Participants also used check marks.

¹³ Participants were given 3 dots with which to prioritize across all goals. They were given one additional dot with which to emphasize one of their choices (therefore putting two on one item). Participants also used check marks.

¹⁴ In addition to the dots, there were 5 YES check marks.

¹⁵ There were 4 NO check marks.

¹⁶ There were 10 NO check marks.

¹⁷ There were 9 NO check marks.

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COMMENTS	# OF "YES" DOTS & CHECKS ¹²	# OF "NO" DOTS & CHECKS ¹³
SEAPOINT BEACH	3 (includes 1 large dot)	13 ¹⁸ (includes 2 large dots)
<i>Signage pollution at Seapoint, have one sign or kiosk</i>	3	
<i>Make more parking available for non-residents</i>	0	0
<i>Yes, sorry this resource should be shared</i>	1	0
<i>Absolutely not, beach ecosystem cannot handle more people</i>	0	2
OTHER		
<i>Better lighting down to Kittery, York Health parking lot</i>	0	0
<i>Kittery Water Dist (KWD). Building redeveloped, KWD pays little taxes, great affordable housing site</i>	4 (includes 2 large dots)	0
<i>People are a little too used to be able to park right where they are going. People can walk a few blocks. That would open up more possibilities for parking.</i>	0	0
<i>Use old fire station/ambulance facility for a parking garage.</i>	0	0

BURNING QUESTION: BIKE FACILITIES

We have heard from many residents that they would like improved and increased opportunities for bicycling.

Where would you most like to see the town provide accommodations for bicyclists including wide shoulders, shared lanes, bike lanes and separated paths?

COMMENTS	#DOTS ¹⁹	# LARGE DOTS ²⁰
ROUTE 103		
<i>Kittery Point 103</i>	16	7
<i>Kittery Point and Route to Fort Foster & McClary & Seaport</i>	0	0
<i>Route 103 (not Kittery Point)</i>	2	
<i>Route 103 - Bike lanes would help preserve the character. Right now it's too dangerous! Sidewalks would help too.</i>	3	0
<i>Kittery Point - No!! Ruin the character</i>	2	2
<i>Share the signs on 103, 236 & Haley Road</i>	0	0
<i>Bike paths on 103 & Pepperell Road</i>	1	0
<i>Route 103, Rogers Road, Sidewalk on 103</i>	1	0
<i>Route 103 bike lane; Haley Road bike lane</i>	0	1
ROUTE 236		
<i>Route 236</i>	3	0

¹⁸ In addition to the dots, there were 18 NO check marks.

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COMMENTS	#DOTS ¹⁹	# LARGE DOTS ²⁰
<i>Route 236 needs help. Too much traffic that does not move.. stagger workers time</i>	0	0
<i>Route 236 & 103 & Haley Road & Kittery Point</i>	1	0
FORESIDE		
<i>Foreside (2 general comments)</i>	0	0
TRAFFIC CIRCLE	0	0
<i>Traffic Circle (2 general comments)</i>	0	0
BYPASS		
<i>If you build it they will come</i>	0	0
PEPPERELL ROAD		
<i>Bike paths on Pepperell Road</i>	0	0
OTHER		
<i>Rogers Road</i>	2	0
<i>Wilson Road (Route 101)</i>	0	0
<i>Dennett Road</i>	1	0
<i>Haley Road</i>	2	0
<i>Route 1</i>	0	0
<i>Bike Racks</i>	0	0
<i>Bicycles respect cars</i>	0	0
<i>Better protected walking routes</i>	0	0
<i>Bike speed & Guideline for use of bike paths (not just for racing bikes), walking + biking</i>	0	0
<i>Yes; Bike lane - yes</i>	2	0
<i>Enforce speed limits! Especially Pocahontas, Haley Road</i>	0	0
<i>Bike accommodations are a natural probably too "progressive" for our TC</i>	0	0
<i>To/From schools so students can bike safely</i>	5	1
<i>Roads just got repaved (103, Crockett Neck Road). Create even more of an uneven surface & less shoulder. We need a vision every time repaving occurs.</i>	0	0
<i>Bike renting (income) and bike trails. This will better connect the community in a healthier more proactive way.</i>	1	0
<i>Create a bike/pedestrian lane along Pocahontas out to Fort Foster to slow traffic - that road is too wide & encourages speeding</i>	2	0
<i>We have heard from many residents that they would like improved and increased opportunities for bicycling.</i>	3	0

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OPPORTUNITIES AND CHALLENGES COMMENTS

Comments for challenges and opportunities regarding transportation and circulation were provided by the public on the large comment board during the Public Forum.

COMMENTS	#DOTS ²¹	# LARGE DOTS ²²
OPPORTUNITIES		
<i>Safe walkways to school programs</i>	2	2
<i>Light rail for tourists tours or tourists trolley?</i>	0	0
<i>Connectivity for walking in mall area</i>	0	0
<i>Walking trails connecting different points of Kittery</i>	8	0
<i>Connectivity of popular walking areas</i>	1	0
<i>Top 3: walking trails, EPA question; and Share the Road sign</i>	0	0
CHALLENGES		
<i>Share the Road signs for bike/ped</i>	7	0
<i>Bike lanes on Rt. 236</i>	0	0
<i>Light Rail for Tourists to Ride & SY get to SY</i>	1	0
<i>Sidewalks</i>	2	0
<i>New Signal at Rt1B/Bridge; St. Creates Lurs; queues & congestion</i>	0	0

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²² Participants were given 3 dots with which to prioritize across all goals. They were given one additional dot with which to emphasize one of their choices (therefore putting two on one item).

GOAL 6.0 MARINE RESOURCES

GOAL STATEMENT: To protect the Town's coastline, the working waterfront, and increase access and enjoyment of the water while protecting it from environmental impacts.

OBJECTIVE 6.1: increase access to the waterfront

STRATEGIES	COMMENTS	# OF DOTS	# OF RED DOTS
Provide water shuttle to Portsmouth	<ul style="list-style-type: none"> • <i>Water shuttle is a great idea</i> • <i>Water taxi service to benefit Kittery to bring people in</i> 	10	5
Protect/preserve views to the water	<ul style="list-style-type: none"> • <i>Limit fence height to protect water views</i> 	5	1
Work to ensure that redevelopment of waterfront property tries to increase public access	<ul style="list-style-type: none"> • <i>Develop maritime/sea creature explanatory information sites along the coastline, involve university and aquarium</i> 	3	2
	<ul style="list-style-type: none"> • <i>Kittery has many places for public access for residents-don't increase this</i> 	3	1
	<ul style="list-style-type: none"> • <i>Protect public access right-of-way</i> 	4	2
	<ul style="list-style-type: none"> • <i>Build a bathroom at Seapoint Beach</i> 	1	1
Mitigate pollutants to ensure water quality	<ul style="list-style-type: none"> • <i>Prohibit use of lawn fertilize when runoff goes to ocean or estuaries</i> • <i>Nonpoint runoff a problem—need mitigation</i> 	7	4
Make better use of the Government Street Pier and better connect it to the Foreside area	<ul style="list-style-type: none"> • <i>Make better public of Gov't dock at Foreside</i> • <i>Increased commercialization of Kittery's waterfront areas is a slippery slope to environmental disaster</i> 	3	1
Give residents preference for mooring fees/access	<ul style="list-style-type: none"> • 	1	1
Increase number of boat ramps	<ul style="list-style-type: none"> • 		

OBJECTIVE 6.2 PROTECT WORKING WATERFRONT

STRATEGIES	COMMENTS	# OF DOTS	# OF LARGE DOTS
<p>Protect fishing industry—Mitigate environmental impacts of tourism and recreation on water quality and sea life</p>	<ul style="list-style-type: none"> • <i>Include fishermen in any renovation of town docks</i> • <i>Fishermen are the soul of the port. Let the rest of us adapt to their needs</i> • <i>Support working waterfront</i> • <i>Protect fishermen's easy access to the water</i> 	<p>1</p> <p>4</p> <p>5</p> <p>2</p>	<p>1</p> <p>2</p> <p>2</p>
	<ul style="list-style-type: none"> • <i>Raise mooring fees by set % over local fees and leave Federal Maintenance Program (ed. The FMP prohibits preferential mooring costs for local residents)</i> • <i>Police the mooring system-many moorings are rented and not turned back in so that others have a chance to move up the list</i> • <i>Resident preference for mooring fees should be by feet, with no minimum</i> • <i>We need a more equitable system of giving out moorings. Can't we increase the number? More demand than availability. Priority to Kittery residents!</i> • <i>Need Chauncey Creek Watershed Committee</i> 	<p>1</p> <p>1</p> <p>2</p> <p>1</p>	

OBJECTIVE 6.3 PROTECT MARINE RESOURCES

STRATEGIES	COMMENTS	# OF DOTS	# OF LARGE DOTS
Review existing Harbor Plan, Mooring Plan, and Wood Island Plan (5 dots, 1 red one)	<ul style="list-style-type: none"> • <i>Wood Island plan has <u>been</u> reviewed repeatedly—Let it go forward!</i> • <i>Restore Wood Island-Do Not use as museum and/or concession souvenir shop</i> • <i>Enforce existing regulations</i> • <i>Need annual fishing boat parade and blessing</i> • <i>Reduce over-regulating natural resources</i> • <i>Limit public access to promote natural resources</i> 	<p>12</p> <p>2</p> <p>1</p> <p>1</p>	<p>5</p> <p>1</p>
Kittery Port Authority should develop a strategic plan for the Town's Marine Resources (8 dots, 4 red ones)	<ul style="list-style-type: none"> • Clarify interface of Kittery Port Authority (KPA) and Planning Board • We need to plan for sea level rise 	<p>1</p> <p>3</p>	<p>1</p>

BURNING QUESTION: WATER QUALITY

Water quality in places such as Spruce Creek is affected by point and non-point pollution (surface runoff), which has led to restrictions on shell fishing. Increased development in the Spruce Creek watershed may lead to further reductions in water quality.

What actions should be taken to improve water quality in Kittery?

COMMENTS	# OF DOTS	# OF RED DOTS
<i>Prominent disregard to dog waster on Seapoint Beach</i>	26	9
<i>Require advanced pre-treatment on septic systems</i>	6	3
<i>Pump out station for boats in Pepperrell Cove</i>	8	2
<i>Restrict development</i>	10	3
<i>A study of the migration of pollutants from Portsmouth and Piscataqua River</i>	7	1
<i>Educate the public regarding the use of fertilizer, pesticides, and other contaminants</i>	4	3
<i>Continue funding grants to protect Spruce Creek</i>	3	2
<i>Regulate pesticides—require organic!</i>	2	2
<i>Incentives for re-use and development of existing facilities instead of more development</i>	2	1
<i>Maintain a database of pumping of septic tanks.</i>	2	1
<i>Water quality is first priority. Dog waste needs to take 1st, 2nd, 3rd, 4TH priority—this from a dog owner</i>		
<i>Water quality evaluated in more locations and actions plans to keep community safe</i>	1	1
<i>Use York, ME’s sewage pump out as an example o</i>		
<i>Fix Pierce Island wastewater treatment plant 1st! Send message to Portsmouth-no more sewage overboard.</i>		
<i>Sue Portsmouth to stop pouring raw sewage into the river, effecting Kittery beaches and property</i>	1	
<i>Continue Spruce Creek work but recognize that Portsmouth’s lack of treatment is largely to blame</i>		
<i>Give tax incentives for decreased impervious coverage. Keep planting natives species. Support Spruce Creek Association.</i>		
OTHER		

BURNING QUESTION: PUBLIC ACCESS TO WATER

While there are numerous locations for public access to launch kayaks and small craft, there are shortages of parking in many of these locations. Would you like to see additional access and associate parking for waterfront areas?

COMMENTS	# OF DOTS	# OF LARGE DOTS
YES	5	1
<i>Parking lot across from Frisbee's needs to be protected/kept as available parking owned by Town</i>		
<i>There could be a map so people know where to launch kayaks and other small boats</i>		
<i>Fort Foster near Roberts Grill and Outlets</i>		
<i>Need additional access for parking on all public waterfront areas</i>		
<i>Only for residents</i>	4	2
<i>Develop better public access at Town Wharf (Government Street Pier) in Foreside</i>	3	
<i>Absolutely</i>		
NO	7	1
<i>No more additional access-How about Fort Foster?</i>		
<i>Not from residential areas</i>		
<i>Town dock in Foreside accessible to recreational boating</i>	3	1
OTHER COMMENTS		
<i>Stop raising boating fees/no more water use tax</i>		
<i>Encourage more use of Traip Academy lot, and buy Frisbee's lot for town parking</i>	4	2
<i>Free kayak launching for residents at Pepperrell Cove</i>	1	

BURNING QUESTION: COMMERCIAL FISHING FLEET

Although reduced in size from previous levels, there is a significant commercial fishing fleet operating in Kittery. In many coastal communities, working ports are under redevelopment pressure.

Do you think the working waterfront in Kittery is facing redevelopment pressure? If yes, what measures would you support for its preservation?

COMMENTS	# OF DOTS	# OF LARGE DOTS
YES		
<i>Fishermen should get priority</i>	11	4
<i>Don't let gentrification force out existing marine economic activities, fishing, etc.</i>	5	3
<i>Support our fishermen! They provide our food, character, local economy</i>	3	0
<i>Work on a comprehensive plan to keep waterfront safe, clean, and friendly to working fishermen</i>	4	1
<i>Don't know if there is pressure, but waterfront has to be protected</i>	1	1
<i>Zoning? No development, only docks?</i>	1	1
<i>Harbor needs a Comprehensive Plan input area. Currently only Town Hall and Rec.</i>	3	1
<i>Kittery has a responsibility to protect the working waterfront. Never want to lose them.</i>	3	1
<i>Improve infrastructure for fishermen</i>	1	1
<i>Absolutely needs to be supported-some use must be protected for fishing</i>	1	1
NO		
<i>(none)</i>		
OTHER COMMENTS		
<i>Buy Frisbee's Market Restaurant and parking area</i>	4	0

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GOAL 7.0 TOWN GOVERNANCE AND MUNICIPAL FACILITIES AND SERVICES

GOAL STATEMENT: To improve town governance and provide adequate municipal facilities and services.

STATE GOAL:

To plan for, finance and develop an efficient system of public facilities to accommodate anticipated growth and economic development.

OBJECTIVE 7.1: IMPROVE TOWN GOVERNANCE AND ABILITY TO PLAN

STRATEGIES	COMMENTS	# OF DOTS ¹	# OF LARGE DOTS ²
Increase transparency of decision-making	<ul style="list-style-type: none"> • <i>I don't think this current council is transparent at all</i> • <i>More transparency in government and less crony-ism. Residents need to have more input</i> • <i>The Town government should be impartial and not voting members of Town Boards</i> • <i>Reorganize Town Government to be more accountable and communication</i> 	30	6
Actively plan to protect the environment	<ul style="list-style-type: none"> • <i>Plan for climate change and sea level rise</i> • <i>Promote regional sustainability</i> • <i>Be a leader in "green policies" as a standard for every town service</i> • <i>Include the Sustainability Committee as part of the Comp Plan</i> • <i>Revive the Energy Committee</i> • <i>Replace H.P. Sodium Street lights with LED</i> 	20	3
Establish town planning process	<ul style="list-style-type: none"> • <i>Build consensus around shared vision and make visible efforts to implement it</i> • <i>Be proactive, open and inclusive</i> • <i>Involve youth</i> • <i>Develop benchmarks for the Comprehensive Plan</i> • <i>Promote Community Engagement happening in the schools</i> • <i>Hold Town Council accountable</i> 	15	
Hire and maintain good town manager	<ul style="list-style-type: none"> • <i>Pay competitive salary for Town manager and other employees</i> 	13	1

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STRATEGIES	COMMENTS	# OF DOTS ¹	# OF LARGE DOTS ²
	<ul style="list-style-type: none"> • <i>Reconsider the Town Manager system</i> 		
Streamline permitting and simplify zoning	<ul style="list-style-type: none"> • <i>Create a simple "how to" manual</i> • <i>Simply zones, currently there are too many; unfair to some</i> 	5	
Increase and improve communication	<ul style="list-style-type: none"> • <i>Improve internet access</i> • <i>Use Channel 22 to provide "newscast" type of updates: upcoming meetings, results of past meetings (would get info to those housebound and without internet)</i> • <i>Yes! Notification by mail with tax bill, otherwise when developing adjacent land NOTIFICATION PLEASE!</i> • <i>Better website (fewer PDFs, more process description)</i> • <i>Need newspaper</i> • <i>Create an on-line presence similar to "Our Kittery"; factual narrative and informative</i> • <i>Answer the telephones</i> • <i>Employ respectful tone in public discourse</i> 	4	2
Consider hiring full-time professional grant writer to capture available funding	<ul style="list-style-type: none"> • <i>Have grant writer in Public Works</i> 	2	

OBJECTIVE 7.2 MAINTAIN AND IMPROVE MUNICIPAL FACILITIES

STRATEGIES	COMMENTS	# OF DOTS ³	# OF LARGE DOTS ⁴
Provide more activities for youth	<ul style="list-style-type: none"> • <i>A type of teen hang out spot, e.g. Ping Pong, video games, food and drinks, movie night</i> • <i>Increase use of KCC for teen programming</i> • <i>Develop a teen Advisory Board to develop programs, promote and recruit users</i> • <i>Add a teen center to the KCC</i> 	16	1
Improve school system and address issue of reputation	<ul style="list-style-type: none"> • <i>Community Campus with new library and KCC would give teens more central location</i> • <i>Promote 21st century learning in school system</i> • <i>Better use of schools</i> 	15	5

³ Participants were given 5 dots with which to prioritize within each goal. They were instructed to use up to 3 on any one item.

⁴ Participants were given 3 dots with which to prioritize across all goals. They were given one additional dot with which to emphasize one of their choices (therefore putting two on one item).

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STRATEGIES	COMMENTS	# OF DOTS ³	# OF LARGE DOTS ⁴
	<ul style="list-style-type: none"> • <i>Success breeds success: our schools are slowly improving and let that be a lesson to Town Council</i> • <i>Change back to a grading system to prevent losing more students</i> 		
Improve the Resource Recovery Center	<ul style="list-style-type: none"> • <i>Town composting at the Transfer Station</i> • <i>Improve circulation</i> • <i>Pay As You Throw, it saves money; to increase recycling and decrease trash</i> • <i>Single source recycling (6)</i> 	11	1
New library (either renovate existing or build new)	<ul style="list-style-type: none"> • <i>Build new 21st century library, handicap accessibility</i> • <i>Reuse old building as a museum</i> 	7	
Provide more activities and care for senior citizens	<ul style="list-style-type: none"> • <i>Set up a Better Business Bureau type service to keep crooked contractors from continuing to fleece senior citizens</i> 	3	

OBJECTIVE 7.3 PROVIDE ADEQUATE MUNICIPAL SERVICES

STRATEGIES	COMMENTS	# OF DOTS ⁵	# OF LARGE DOTS ⁶
Residents need to be informed of infrastructure projects and any related costs	<ul style="list-style-type: none"> • <i>Any infrastructure projects (sewer, etc.) should only move forward if those affected (financially or otherwise) provide <u>informed</u> consent.</i> • <i>More information needed for residents on sewer improvement costs; are surprised to be paying</i> 	5	2
Consider regionalizing services when appropriate	<ul style="list-style-type: none"> • 	5	
Address need for increased sewage	<ul style="list-style-type: none"> • <i>At what cost?</i> • <i>Require septic owners to pump annually or every other year</i> • <i>The sewer system expansion should be tied to revenues from the Business Park development and not to betterment fees</i> 	2	
Address need for increased water	<ul style="list-style-type: none"> • <i>Provide year around water to Gerrish and Cutts Islands</i> • <i>Consider water reuse on public lands</i> • <i>Set water reuse goals</i> • <i>Rain water catchment</i> • <i>Collect rain water for gardens, general use</i> 	2	
Guide development where services can	<ul style="list-style-type: none"> • <i>Expand sewer and water to South of</i> 	1	

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STRATEGIES	COMMENTS	# OF DOTS ⁵	# OF LARGE DOTS ⁶
support it	<i>Spruce Creek</i> • <i>Identify sewer growth area</i>		
Provide trash and Recycling containers	• <i>Provide in Parks and Foreside</i>	1	
Consider combining EMS services to create a full time Fire Department			

BURNING QUESTION: AREA NORTH OF SPRUCE CREEK

The area of north of Spruce Creek is currently zoned at 40,000 square feet per dwelling unit and is listed as rural. It is also currently the non-sewered part of Town.

Do you think this area should be further developed? In the previous Comprehensive Plan, this was designated as a "Limited to No Growth" area. Does this hold true? Should we consider increasing the lot size or other methods of density control?

COMMENTS	# OF DOTS ⁷	# OF LARGE DOTS ⁸
YES (MORE DEVELOPMENT)	6	
<i>Unless the land is significant in terms of watershed protection, habitat, etc. , this area is an appropriate area for residential growth</i>		
<i>Needs business growth</i>		
<i>Affordable housing units</i>	3	
NO (LIMIT GROWTH)	10	
<i>No major subdivisions north of Spruce Creek</i>		
<i>Develop where development belongs, where there is infrastructure, including sewer, waiting for zoning changes</i>		
<i>Cluster housing, protect green space</i>		
<i>Limited No Growth; protect the watershed</i>		
<i>Limit growth; conserve farmland</i>	1	
<i>Preserve rural character by increasing minimum lot size – avoid potential for "spotty" development in areas without infrastructure support</i>		
<i>Limit growth, no sewer</i>	1	
<i>Leave as is, limit growth (3)</i>	1	1
<i>Allow cluster housing with protected green space instead of an acre per house</i>	7	
<i>No building there</i>		
<i>40,000 is good</i>		
OTHER		
<i>No sewer= no pollution management = no Spruce Creek</i>		
<i>Build light rail from Foreside. Put up a parking structure paid by Ship Yard to keep traffic out of downtown</i>		

⁷ Participants were given 5 dots with which to prioritize within each goal. They were instructed to use up to 3 on any one item.

⁸ Participants were given 3 dots with which to prioritize across all goals. They were given one additional dot with which to emphasize one of their choices (therefore putting two on one item).

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BURNING QUESTION: FUTURE OF THE LIBRARY

The current Rice Public Library operates out of two buildings. This makes it difficult for both patrons and staff. Additionally, space for more books and other materials is limited, as is the ability to accommodate additional computers. The most critical decision facing the library is how to combine all the library functions into one building and whether this should be accomplished by constructing an addition to the historic Rice building (at the existing location) or by creating a new facility at the Kittery Community Center site or at some other location. The Town Council is working with all interested parties to determine what they will recommend to voters.

Where could/should the future library be located?

COMMENTS	# OF DOTS ⁹	# OF LARGE DOTS ¹⁰
EXISTING LOCATION	31	12
<i>The Rice Library is the CORE of what is now Kittery's downtown. To move the library is to gut the downtown. There is plenty of land around it for expansion and keep the core intact. It is one of our best and most significant historic buildings. Keep it where it is. I will work with the Committee to do a conceptual design for FREE (Brian Roberts)</i>	7	9
<i>Keep the library downtown</i>	13	1
<i>Build a multi-level parking facility with access to all the floors of the old building</i>		
<i>Foreside</i>		
<i>Historic Rice Library with addition</i>	3	
<i>Why move? Seems expensive for a usage that is already fulfilled with current site.</i>		
<i>Add onto original library</i>		
<i>Consolidate in current location</i>		
<i>Community Makerspace at Old Rice building</i>	1	
<i>Add to Rice Building to make it accessible and larger; knock down Taylor building to make a small park</i>		2
<i>Hire an architect to design wheelchair accessibility for present structures; Camden, Maine did it...</i>	4	
<i>Keep Library in the Foreside in a way that naturally encourages its use and integrates waterfront history and spaces to read and relax</i>	3	
<i>Multi-level parking built into slope of existing parking lot and connect to Rice Library</i>		
<i>Balanced addition to Rice Historic Building; revamp Taylor building; consolidate library in one building</i>		
BUILD NEW LIBRARY AT FRISBEE COMMON (KCC SITE)	17	11
<i>Kittery Community Center</i>	13	3
<i>Community Center</i>		
<i>With goals like being greener, updating to a new library is the best solution</i>		
<i>Move the library to the Community Center and use the buildings downtown for business/housing/artspace</i>		
<i>Move to KCC</i>		

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¹⁰ Participants were given 3 dots with which to prioritize across all goals. They were given one additional dot with which to emphasize one of their choices (therefore putting two on one item).

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COMMENTS	# OF DOTS ⁹	# OF LARGE DOTS ¹⁰
<i>Add onto end of KCC of current extension rather than take away space from recreation area</i>		
<i>Community Center but find a way to retain the Rice building for community use. Discovery Kittery? Discover Maritime Historical Museum?</i>	3	8
<i>Community Center! They need the space and all on one floor, convenient set up!</i>		
<i>Current library building is poor as library use. Move to near the KCC and readapt the library building</i>		
<i>Build new library at KCC, remove Annex</i>		
<i>Join the KCC and keep original library building as a museum</i>		
<i>Look at the model in this room. Kittery public needs to be informed. To put the library in front of KCC is a good idea</i>	1	
<i>Community Center</i>		
<i>Put library at Community Center and repurpose current building</i>		
BUILD NEW LIBRARY AT OTHER LOCATION		
<i>Library should be on new light rail facility in area of outlets as the outlets are closing near Haley or north of Spruce Creek</i>		
<i>Move the library to make it a true community center, helpful to citizens of all ages; one story building, accessible to all.</i>		
OTHER		
<i>A 21st century, open and green library that is teen-friendly and internet friendly</i>	8	6
<i>Relocating the Library would NOT decimate the Foreside's resurrection. Let's get serious.</i>		
<i>Try to get the Navy to buy the Rice Library for their naval museum</i>		
<i>Make the Library a Town Department (2)</i>		
<i>Sell kids' Library</i>		
<i>Museum sounds good for library</i>		
<i>Why take one of the only sports fields from our community?</i>		
<i>Future library - Maker space</i>		
<i>Stop saying Library wants KCC site - it is Frisbee Common, not KCC property</i>	1	
<i>Taylor Building - specific for teens or Maker space</i>		
<i>Include a type of resource office for youth to promote involvement and support, e.g. "I wanna sell lemonade!" Well, this is how you do it...</i>		
<i>One big library with enough parking</i>		
<i>It would be great to have a 21st century library, accessible and a resource for the entire community</i>		

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OTHER

ISSUE	COMMENTS	# OF DOTS ¹	# OF LARGE DOTS ²
Sewer	<ul style="list-style-type: none"> • <i>Look to future benefit from sewer expansion revenues</i> • <i>Relief for residents affected by sewer expansion</i> • <i>Be more on top of any and all sewer projects – new and old</i> 	2	1
Sustainability measures to protect the environment and prepare for climate change	<ul style="list-style-type: none"> • <i>Install solar energy on South KCC roof</i> • <i>Mandatory sustainable goals – Town buildings LEED Silver at a minimum</i> • <i>Publish utility cost per Town Building</i> • <i>Create Town Committee to research climate change and impacts to Kittery (see level) and report to Town Council; take advantage of UNH scientists</i> • <i>Revive Energy Committee</i> • <i>Convert street lights to LED</i> • <i>Fix wind power at dump</i> • <i>Require plastic bag recycling</i> 	16	2
Improve schools	<ul style="list-style-type: none"> • <i>Improve curriculum</i> 		1
Wetlands	<ul style="list-style-type: none"> • <i>Don't destroy</i> • <i>Don't develop on or near wetlands</i> • <i>"Manmade" wetlands are currently an exception. If "manmade" happened, e.g. 10 years ago, wetland restrictions, setbacks should apply</i> 	1	1
Keep taxes low	<ul style="list-style-type: none"> • 	4	
Accountability for implementing the Comprehensive Plan	<ul style="list-style-type: none"> • <i>Require Town Council to annually report on implementation of Comprehensive Plan.</i> • <i>Put the Plan into ordinances</i> • <i>Post ordinances on the Town website (including permit requirements, etc.)</i> • <i>Create Implementation Committee to work on implementing Comp Plan</i> • <i>Don't make regulations too restrictive; allow for creative ideas</i> • <i>More boards and commissions will not solve problems; bureaucrats don't work</i> • <i>Create benchmarks for Town Council to implement Comp Plan</i> 	6	6
More for young people	<ul style="list-style-type: none"> • <i>More community connection for teens</i> 	4	

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ISSUE	COMMENTS	# OF DOTS ¹	# OF LARGE DOTS ²
	<p><i>and college kids. Currently they don't come back to Kittery</i></p> <ul style="list-style-type: none"> • <i>Create programs for middle ad high school kids at KCC after school</i> • <i>Attract young single professionals in their 30s and 40s; housing in more "urban" areas</i> 		
Maker spaces	<ul style="list-style-type: none"> • <i>For teens and adults; good examples in Portland</i> 	2	
Create public spaces	<ul style="list-style-type: none"> • <i>Where people can congregate along water views in Foreside (educational, community-oriented)</i> 	6	
Too much signage at Sea Point	<ul style="list-style-type: none"> • 	1	
School gardens support food costs	<ul style="list-style-type: none"> • 	1	
Improve communication	<ul style="list-style-type: none"> • <i>Regarding important town issues</i> • <i>Make sure issues voted on by town are clearly and fully explained prior to vote, especially when individuals or discrete groups are disproportionately affected</i> 		
Community health	<ul style="list-style-type: none"> • <i>Aging population</i> • <i>Localized diseases (e.g. Lyme)</i> • <i>Increase in number of disabled residents</i> • <i>Drug epidemic</i> 		
Caution	<ul style="list-style-type: none"> • <i>Beware of vocal, active minority opinions</i> 		
Kittery Community Center	<ul style="list-style-type: none"> • <i>Make more accessible and affordable to Kittery groups and individuals</i> 		
Recreation	<ul style="list-style-type: none"> • <i>Need for tennis courts</i> • <i>Swimming pool - Teach all students in Kittery to swim; fitness</i> 		
Town Hall	<ul style="list-style-type: none"> • <i>Install elevator</i> 		
Make Kittery attractive to vacation homeowners	<ul style="list-style-type: none"> • <i>Maine is vacationland and vacation homeowners contribute significantly to the tax base with significantly lower use of town resources.</i> 		
Build on Kittery Forums	<ul style="list-style-type: none"> • <i>Pay reward and respect to volunteers efforts on Kittery Forums</i> 		

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PRELIMINARY VISION AND GOALS

Consultant development needs to avoid over-representation by:

- *Minority/vocal groups (biking)*
- *Situational topics (dogs on the beach)*
- *Opinion vs. fact based issues*
 - *Shipyards benefits*
 - *Web shopping, hurting malls*
 - *Foreside parking*
- *Resolving "burning issues" is not possible.*

ADDITIONAL THOUGHTS REGARDING CRITERIA FOR PRIORITIZATION

Environmental Stewardship

- *Set an overall ordinance to become leaders in green practice. That is very desirable to young families, young professional, entrepreneurs.*

Health and Wellness

- *Forgot to add "greening of playgrounds" – see Portland Trails*
- *Health and sidewalks*

Economic and Social Vitality

- *Food production was also represented group – very important*
- *Community liaison "officer" = who understands plan and can talk to citizens and businesses and boards.*

Other

- *Include suggested language for Town Council and/or Planning Board/Harbor Board/DPW to expedite process. If the ordinances have to be written later they are less likely to get written at all.*
- *Percentage measurement of total implemented annually per board. 5-year implementation plan.*

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CREATING OUR FUTURE
TOGETHER



KITTERY 2015-2025
COMPREHENSIVE PLAN



Summary of Public Input
Town-wide PUBLIC FORUM #3:
Thursday, November 3, 2016
STAR Theatre, Kittery Community Center

Meeting Purpose and Process

Purpose

A town-wide public forum was held on Thursday, November 3, 2016 at the STAR Theatre at the Kittery Community Center. The purpose of the forum was to invite Kittery residents to review the implementation section of the Comprehensive Plan. The Comprehensive Plan will help guide future decision-making.

Process

Approximately 80 residents attended the public forum. The Consultant Team presented a summary of the planning process and provided a brief overview of the process to date. Participants were then invited to visit the nine (9) Goal Stations located around the perimeter of the room. A Steering Committee member was at each station to welcome participants and to instruct them to add comments on Post It notes. Once all had provided their additional thoughts to the Goals, Objectives, and Strategies that were developed based from a variety of public forums including previous meetings and a survey, and an on-line conversation. Participants were asked to prioritize within each Goal. That is, each

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participant was given 5 dots for each goal. They were asked to use these to indicate which strategies they considered to be most important. Participants were instructed to use up to 3 dots on anyone item. Once they had completed this exercise, participants were given 3 larger gold dots with which to prioritize across dots, that is, they were to select the three strategies they felt were most important regardless of which goal they were associated with and then to indicate this by placing their large gold dot next to these.

In addition to the Goals, Objectives, and Strategies, a station entitled “Ripe Apples,” listed “low hanging fruit” for participants to comment on and prioritize.

The following is summary of participants’ priorities. First these are presented in terms of those that received the most “gold” dots, that is, across goals, then those that received the most smaller dots, that is priority strategies to achieve the specific goal. This is followed by more detailed documentation of participant responses.

GOALS STATIONS

To protect the town’s character by preserving and protecting HISTORIC FEATURES, AND CULTURAL AND ARCHAEOLOGICAL RESOURCES and promoting an awareness of the Town’s unique history.

To protect Kittery’s NATURAL RESOURCES including watershed, fresh water, wetlands and vernal pools, agricultural and forest resources, open space and recreation.

To support desirable ECONOMIC DEVELOPMENT, reduce dependence on Portsmouth Naval Shipyard, and increase the Town’s tax base while also providing local jobs.

To provide a range of HOUSING types to meet the needs of individuals throughout the lifecycle and to support residents with a diversity of incomes.

To improve safety and ease of GETTING AROUND TOWN and better connect the “pieces” of Kittery. Also provide safe and pleasant alternatives to automobile travel with safe and pleasant bike and walking paths.

To protect the Town’s COASTLINE, the working waterfront, and ensure appropriate access and enjoyment of the water while protecting it from environmental impacts.

To improve TOWN GOVERNANCE. Provide quality MUNICIPAL FACILITIES and SERVICES

To ensure that regulations support the desired LAND USES.

To establish short, medium and long term plans to address the effects of climate change for COASTAL COMMUNITY RESILIENCE, and to transition to low and zero impact energy methods

Ripe Apples (“Low Hanging Fruit”)

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HIGHLIGHTS OF FORUM DISCUSSION

The following are select highlights from the Forum. The strategies listed are those that received the most support from participants. Detailed documentation of all responses follows the summary.

Participants were asked to not only prioritize strategies within each Goal, but also across Goals. The following are the priority Goals, Objectives and Strategies as identified by participants using their large GOLD prioritization dots.

TOP PRIORITIES (ACROSS ALL GOALS)

- Protect existing open lands, including farmlands and wetlands, from development
- Make a decision regarding the future library
- Improve pedestrian and bicycle facilities
- Create a Kittery Historic Preservation Commission
- Work with Kittery Land Trust to create prioritized list of parcels for open space acquisition should these parcels come up for sale

ALSO:

- Strengthen cluster zoning regulation to better protect open space
- Adopt inclusionary zoning as a way to create more affordable housing
- Identify measures to improve operations, mobility and safety (transportation)
- Maintain public roadways, sidewalks, bike paths and trails
- Allow and support unique business ideas along waterfront that integrate marine-related businesses
- Develop policies that lessen the effects of the built environment on natural resources

PRIORITIES ACROSS GOALS

LARGE GOLD DOTS

HISTORIC AND CULTURAL RESOURCES	1	(19)
Create a Kittery Historic Preservation Commission		9
Ensure that development is in keeping with context		3
Develop education and raise awareness regarding history and nature		2
Establish historic districts		1
Provide a mechanism to support arts-related business start ups		1

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Provide an increased number of artist studio spaces	1
Institute a Percent for Art Program for public building construction	1
NATURAL RESOURCES AND RECREATION	(28)
Protect existing open lands, including farmlands and wetlands, from development	18
Protect Kittery’s remaining farmland (including forests)	1
Protect wildlife corridors	1
Strengthen cluster zoning regulation to better protect open space	4
Consider expanding the season at Fort Foster	1
Continue to give Kittery residents preference for use of launching facilities, recreational fields and facilities	1
Work with public and private partners to extend and maintain the existing network of trails for non-motorized uses, and connect to a regional system	2
ECONOMIC DEVELOPMENT	(6)
Evaluate recommendations from Foreside Forum	1
Explore possibility of state legislation that would allow municipalities to retain portion of State tax or impose a local sales tax	1
Evaluate options for the area that includes Route 1 Outlet Mall for future land use alternatives	1
Streamline permitting process of small businesses and consider designating Town Staff to be a small business liaison	2
Cooperate with other York County municipalities to explore regional approaches To economic development	1
HOUSING	(9)
Create a housing committee or housing trust	2
Adopt inclusionary zoning as a way to create more affordable housing	4

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Create a tax incentive program to lower property taxes for senior residents	1
Provide incentives for developers to take advantage of Kittery's cluster zoning ordinance, particularly if affordable housing is provided	2
TRANSPORTATION AND CIRCULATION	(30)
Create a Transportation Advisory Committee	2
Identify measures to improve operations, mobility and safety	5
Maintain public roadways, sidewalks, bike paths and trails	4
Improve pedestrian and bicycle facilities	13
Update Land Use and Development Code to include standards for bicycle accommodation	2
Improve transit service and connections	1
Promote alternative modes of transportation	2
Evaluate town-wide current parking conditions and parking policies	1
MARINE RESOURCES	(2)
Explore opportunities for water-based tourism	1
Evaluation of potential impacts from sea level rise and climate adaptation	1
PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY	(16)
Ensure that planning and management processes are open, informative, inclusive, respectful and welcoming	2
Make a decision regarding the future library	10
Continue to provide high quality education to residents of all ages	2
Expand wastewater treatment services in a manner consistent w/ land use planning	1
Continue to align fiscal capacity and capital investment plans	1

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LAND USE **(16)**

Work with Kittery Land Trust to create prioritized list of parcels for open space acquisition should these parcels come up for sale 8

Reduce land area per dwelling unit requirements for multi-family housing to help with redevelopment or infill development on smaller parcel sizes in the Foreside 1

Allow and support unique business ideas along waterfront that integrate marine-related businesses 3

Engage in planning process for the area that includes the Route 1 Outlet Malls and future development opportunities 2

Develop a demolition delay ordinance that would provide some protection to historic structures 2

COASTAL COMMUNITY RESILIENCE **(6)**

Plan for sea level rise 1

Develop a plan to transition to low and zero impact energy sources 1

Consider Town policy changes that encourage the use of renewable energy sources 1

Develop policies that lessen the effects of the built environment on natural resources 3

RIPE APPLES (“LOW HANGING FRUIT”)

Establish a new Committee or revive the defunct Energy Committee charged with designing a sustainability policy and plan for the Town 1

Explore ways of increasing the Town Department efficiencies and effectiveness by further collaborating across departments 1

Revisit cluster ordinance to ensure it is maintaining the goal of open space preservation 1

Establish a Climate Adaptation Committee 1

Join regional coalition of surrounding coastal communities to work together around issues of sea level rise 1

Consider a ban on plastic bags and plastic water bottles 1

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PRIORITIES WITHIN GOALS

THE FOLLOWING ARE THE STRATEGIES THAT RECEIVED THE MOST SUPPORT BY PARTICIPANTS AT THE FORUM. A MORE DETAILED DOCUMENTATION OF ALL THE STRATEGIES IS LOCATED AT THE BACK OF THIS DOCUMENT.

TOPIC AREA 1: HISTORIC AND CULTURAL RESOURCES	# of prioritization dots
Strategy	
OBJECTIVE 1.1: PROTECT HISTORIC RESOURCES	
1.1.2. Create a Kittery Historic Preservation Commission tasked with compiling an inventory of historic buildings and landscapes; serving as stewards of these resource; and educating the public about the importance of protection and preservation	22
1.1.6. Preserve threatened historic properties and scenic roads from demolition or radical alteration	16
1.1.3. Ensure that new development is in keeping with the context of the historic buildings in terms of architectural style, detail, and scale	13
1.1.5. Establish historic districts to protect significant clusters of buildings as a means of protecting the town's historic charm	12
OBJECTIVE 1.2: PROMOTE KITTERY'S HISTORY	
1.2.2. Develop education and raise awareness regarding history and nature (e.g. Portsmouth Naval Shipyard Museum, Kittery Historical and Naval Museum, Kittery Land Trust, Mt. Agamenticus to the Sea initiative)	7
OBJECTIVE 1.3: SUPPORT AND NURTURE KITTERY'S WORKING ARTISTS COMMUNITY	
1.3.2 Provide an increased number of artists studio spaces	5

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TOPIC AREA 2: NATURAL RESOURCES AND RECREATION	# of prioritization dots
Strategy	
OBJECTIVE 2.1: PROTECT AND PRESERVE CRITICAL OPEN SPACES FOR PASSIVE RECREATION, VISUAL IMPACT AND PRESERVATION OF WILDLIFE HABITATS, COASTAL (SALTWATER) WETLANDS, FRESHWATER WETLANDS AND VERNAL POOLS	
2.1.1 Protect existing open lands, including farmlands and wetlands, from over-development	39
2.1.3 Protect wildlife corridors	18
2.1.4 Strengthen cluster zoning regulations so that they better protect and preserve critical open spaces	18
2.1.5 Review existing hunting regulations to improve safety of residents while, at the same time protecting residents' right to carry firearms and hunt	10
2.1.6 Consider endorsing the York River Committee's efforts to designate the York River Watershed as a Federal Wild and Scenic River with the Mount Agamenticus-to-the-Sea Initiative and Brave Boat Harbor Initiative	14
2.1.7 Preserve scenic vistas and views, including scenic roadway corridor	12
2.1.8 Develop a lighting ordinance that protects the dark sky in conservation areas and Rural Residential zones	10
OBJECTIVE 2.2: INCREASE OPPORTUNITIES FOR RECREATION	
2.2.1 Evaluate recommendations of the draft <i>Athletic Fields Master Plan</i> and implement as needed and feasible	6
2.2.2 Consider expanding the season at Fort Foster	15
2.2.3 Reduce dog waste at area beaches through enhanced enforcement and public education	5
2.2.5 Increase awareness of existing resources and how to enjoy them	5

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TOPIC AREA 2: NATURAL RESOURCES AND RECREATION	# of prioritization dots
Strategy	
2.2.7 Continue to give preference to Kittery residents for use of launching facilities, recreational fields and facilities	5
2.2.8 Create new kayak-launching sites to provide greater access	8
2.2.9 Revisit existing hunting regulations so that all Kittery residents feel safe but, at the same time, may reserve the right to own a firearm and hunt	8
2.2.10 Work with public and private partners to extend and maintain the existing network of trails for non-motorized uses, and connect these trails to regional systems	13

TOPIC AREA 3: ECONOMIC DEVELOPMENT	# of prioritization dots
Strategy	
OBJECTIVE 3.1: ATTRACT AND RETAIN BUSINESSES TO SUSTAIN THE VIBRANT CENTER AT FORESIDE THAT PROVIDES RESIDENTS AND VISITORS WITH PLACES TO GO AND SPACES TO GATHER	
3.1.1. Encourage the formation of a business association or local chamber of commerce to complement the services offered by the York County Chamber of Commerce	6
3.1.2. Evaluate recommendations from the Foreside Forums report to determine if and when they should be implemented	9
OBJECTIVE 3.2: ATTRACT NEW BUSINESSES TO THE BUSINESS INDUSTRIAL PARK	
3.2.1 Hire a consultant to complete an economic/feasibility study for the Business Park area to help identify potential zoning changes and infrastructure needs as a way to maximize future tax revenue potential while minimizing impacts on adjacent neighborhoods	7
OBJECTIVE 3.3: CONTINUE TO PROMOTE ECONOMIC DEVELOPMENT IN AREAS ALREADY IDENTIFIED BY THE TOWN	

COMPREHENSIVE PLAN UPDATE
Kittery, Maine

TOPIC AREA 3: ECONOMIC DEVELOPMENT	# of prioritization dots
Strategy	
3.3.1 Undertake a town-wide Economic Development Study to help identify what types of commercial development Kittery is specifically well-positioned for and where to target this new development	14
3.3.4. Consider hiring a full- or part-time economic development staff person who works with the Planning Department and can serve as a liaison to the business community	8
3.3.5. Explore possibility of state legislation that would allow municipalities to retain a portion of the State sales tax collected by businesses in the community or impose a local sales tax option to be retained by the municipality to help mitigate impacts	6
OBJECTIVE 3.4: DEVELOP GUIDELINES FOR THE FUTURE DEVELOPMENT OF THE OUTLET MALLS INTO A MIXED-USE, PEDESTRIAN-ORIENTED AREAS	
3.4.1. Evaluate through planning and market analyses, the range of options for the area that includes the Route 1 Outlet Mall that would help set the stage for future regulatory change and possible infrastructure investments. One potential outcome could be the formation of an overlay district or zoning changes to allow for additional land use options in the area around the Route 1 Mall.	12
OBJECTIVE 3.5: MAINTAIN AND CREATE JOBS FOR A VARIETY OF SKILL SETS AND RANGE OF SALARIES	
3.5.1. Create a streamlined permitting process for small businesses that is easy to read and follow. Consider designating a Town staff person in the planning department as a small business liaison to help with permitting and to be a resource for questions.	5
3.5.2. Remain flexible and nimble in unique economic development areas like the Foreside or Gourmet Alley to ensure these locations remain eclectic and interesting.	7
3.5.3. Encourage a mix of housing types and price point in Kittery. This will help ensure employees have a place to live, and Kittery residents can afford to remain in their homes and contribute to the local economy. (See Housing Section for specific strategies).	7
3.5.4. Continue to support Kittery’s maritime-based economy including the fishing and lobster industries by maintaining access to the working waterfront and creating innovative avenues to	5

**COMPREHENSIVE PLAN UPDATE
Kittery, Maine**

TOPIC AREA 3: ECONOMIC DEVELOPMENT	# of prioritization dots
Strategy	
connect fishing to the local economy.	
3.5.5. Work cooperatively with other York County municipalities to explore regional approaches to economic development and the promotion of sites for non-residential development.	9

TOPIC AREA 4: HOUSING	# of prioritization dots
Strategy	
OBJECTIVE 4.1: ATTRACT YOUNG FAMILIES AND RETAIN RESIDENTS WITH A VARIETY OF INCOMES	
4.1.3 Adopt inclusionary zoning as a way to create more affordable housing in Kittery	11
4.1.4. Update zoning regulations to encourage multi-family housing where appropriate.	7
4.1.5. Provide tax incentives or modified dimensional and parking standards for developers who create housing in desirable locations at a variety of price points.	6
OBJECTIVE 4.2: SUPPORT ELDERLY RESIDENTS' ABILITY TO AGE IN PLACE	
4.2.1. Create a tax incentive program to lower property taxes for senior residents	13
4.2.2. Update zoning regulations to allow for different housing types that meet the needs of today's senior residents	6
4.2.3. Provide incentives for developers to take advantage of Kittery's cluster zoning ordinance, particularly if affordable housing is provided. This may include expedited permitting, reduced application fees, relaxed dimensional standards, relaxed parking standards where applicable=	15

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TOPIC AREA 5: TRANSPORTATION AND CIRCULATION	# of prioritization dots
Strategy	
OBJECTIVE 5.1: ADDRESS TRAFFIC SAFETY AND CONGESTION	
5.1.1 Create a Transportation Advisory Committee	6
5.1.2 Identify measures to improve operations, mobility and safety	19
5.1.3 Maintain public roadways, sidewalks, bike paths and trails	18
OBJECTIVE 5.2: MAKE WALKING AND BIKING SAFE AND PLEASANT	
5.2.1 Improve pedestrian and bicycle facilities by providing and developing sidewalks, walking trails and bike paths	38
5.2.2 Update Land Use and Development Code of Town of Kittery to include standards for bicycle accommodations	7
5.2.3 Develop Complete Streets Policy	11
5.3.1 Improve transit service and connections	6
5.3.2 Promote alternative modes of transportation	16
5.3.3 Consider bike sharing alternatives	5
OBJECTIVE 5.4: EXPLORE WAYS OF INCREASING PARKING OPTIONS	
5.4.2 Maximize parking efficiency and explore shared parking opportunities	6

**COMPREHENSIVE PLAN UPDATE
Kittery, Maine**

TOPIC AREA 6: MARINE RESOURCES	# of prioritization dots
Strategy	
OBJECTIVE 6.1: INCREASE ACCESS TO THE WATERFRONT	
6.1.2 Provision of long-term public access to parking at Frisbee Store property	9
6.1.3 Explore opportunities for water-based tourism to Kittery	8
6.1.4 Publication of map showing existing access points for boaters	5
6.1.5 Determine whether appropriate locations exist for additional public access to water/waterfront	5
OBJECTIVE 6.3: PROTECT MARINE RESOURCES	
6.3.1 Education and advocacy effort to inform residents on effects of pollutants, pesticides, and stormwater runoff	8
6.3.2 Evaluation of a Town ordinance regulating use of lawn chemicals, either in waterfront areas or town-wide	11
6.3.3 Evaluation of potential impacts from sea level rise and climate adaptation	5
6.3.9 Identify high-value scenic views of the water and designate for protection through proactive development regulations (including regulation of fence heights)	7

COMPREHENSIVE PLAN UPDATE
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TOPIC AREA 7: PUBLIC FACILITIES AND SERVICES	# of prioritization dots
Strategy	
OBJECTIVE 7.1: IMPROVE TOWN GOVERNANCE AND THE ABILITY TO PLAN	
7.1.1 Ensure that planning and management processes are open, informative, inclusive, respectful and welcoming	12
7.1.2. Increase and improve communication with town residents	7
7.1.8. Recruit more residents to participate on boards and committees	6
7.1.9. Work with surrounding communities, and to the extent that is feasible, develop a mutually beneficial regional approach	6
7.1.11. Encourage communication and collaboration across Town Departments	8
OBJECTIVE 7.2: MAINTAIN AND IMPROVE MUNICIPAL FACILITIES	
7.2.1 Make a decision regarding future library	28
7.2.2. Continue to provide high quality education to residents of all ages	14
7.2.3. Support plans for the expansion of programming at the Kittery Community Center	6
7.2.5. Make repairs to existing facilities where needed	7
OBJECTIVE 7.3: PROVIDE ADEQUATE MUNICIPAL SERVICES	
7.3.6. Continue to reduce or eliminate polluted Stormwater runoff to the extent practicable	14

COMPREHENSIVE PLAN UPDATE
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TOPIC AREA 8: LAND USE	# of prioritization dots
Strategy	
OBJECTIVE 8.1: PROTECT AREA NORTH OF SPRUCE CREEK	
8.1.1. Work with the Kittery Land Trust to create a prioritized list of parcels for open space acquisition should these parcels come up for sale	20
8.1.2. Revisit the Cluster Bylaw to ensure it is creating financially-viable development scenarios while maintaining the goals of open space protection	5
OBJECTIVE 8.3: SUSTAIN AND BUILD UPON THE VITALITY OF THE FORESIDE DISTRICT	
8.3.1. Undertake a study to determine the desired land uses in the Foreside and the regulations and infrastructure needed to support an expansion of the Foreside district	5
8.3.5. Look for opportunities to leverage town-owned land or buildings to support town-wide goals for housing and job creation	5
8.3.6. Encourage innovative maker-space, DIY (do-it-yourself) spaces that afford artists and small business owners with space to create, invent, and learn in the Foreside, alongside modest retail opportunities for galleries and sales	10
OBJECTIVE 8.4: PROTECT THE WORKING WATERFRONT	
8.4.1. Increase the long-term viability of the working waterfront through coordination with fishermen and protection of piers and dockside facilities	9
8.4.2. Look for ways to allow and/or support unique business ideas along the waterfront that integrate traditional marine-related businesses with new and innovative business ventures (ensure that use definitions and permitting processes do not restrict innovative ideas for keeping marine-related jobs and industries financially-viable in Kittery)	7
OBJECTIVE 8.5: SUPPORT CREATIVE AND VIABLE REDEVELOPMENT OF THE OUTLET AREA	
8.5.1. Engage in a planning process for the area that includes the Route 1 Outlet Malls and future development opportunities, and considers zoning amendments such as an overlay zone	9

COMPREHENSIVE PLAN UPDATE
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that provides for more flexibility concerning permitted uses	
OBJECTIVE 8.6: ENCOURAGE THE PROTECTION OF HISTORIC AND ARCHAEOLOGICAL RESOURCES AND NATURAL RESOURCES, INCLUDING SCENIC VIEWS	
8.6.1. Use the Future Land Use Map as a guide for encouraging new development in identified locations, while protecting open spaces, agricultural land, and natural and historical resources	12
8.6.2. Identify regulations that can be amended or added to the towns land use code that will further the preservation and protection of historic resources, with input from the Planning Board and other stakeholders	15
8.6.3. Develop a demolition delay ordinance that would provide some potential protection to historic structures	12

TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE	# of prioritization dots
Strategy	
OBJECTIVE 9.1: ESTABLISH PLANS TO ADDRESS THE EFFECTS OF CLIMATE CHANGE	
9.1.1. Plan for sea level rise	12
9.1.4. Monitor, plan for, and mitigate the effects of climate change on Kittery's built environment	5
9.1.5. Develop a regional approach to addressing the potential impacts of climate change	7
OBJECTIVE 9.2: REDUCE ENERGY CONSUMPTION AND TRANSITION TO LOW AND ZERO IMPACT METHODS	
9.2.2 Consider Town policy changes that encourage the use of renewable energy sources	16

**COMPREHENSIVE PLAN UPDATE
Kittery, Maine**

TOPIC AREA 9: COASTAL COMMUNITY RESILIENCE	# of prioritization dots
Strategy	
OBJECTIVE 9.3: PROVIDE EDUCATION AND INCENTIVES TO PROTECT THE ENVIRONMENT	
9.3.1. Develop policies that lessen the effects of the built environment on natural resources	14
9.3.4. Increase public awareness regarding need to protect the environment for future generations	8

RIPE APPLES (“LOW HANGING FRUIT”)	# of prioritization dots
Strategy	
NATURAL RESOURCES AND RECREATION	
Increase awareness regarding dog feces ordinance and erect more signs with regulations pertaining to the conduct of dogs and their owners on beaches and other open spaces.	7
Create an on-line and printed guide to the recreational resources of Kittery and make them available to residents and visitors.	5
TRANSPORTATION	
Consider forming a Transportation Advisory Committee to identify and evaluate transportation improvements.	5
Develop a Complete Streets Policy to accommodate all modes of transportation, for all ability levels, in a safe and attractive way to encourage more walking and biking.	6
MARINE RESOURCES	
Prepare educational materials summarizing Kittery’s water quality challenges and the effects of pollutants and pesticides .	7

**COMPREHENSIVE PLAN UPDATE
Kittery, Maine**

RIPE APPLES (“LOW HANGING FRUIT” Strategy	# of prioritization dots
LAND USE	
Work with the Kittery Land Trust to create a prioritized list of parcels for open space acquisition should there parcels come up for sale.	7
Revisit cluster ordinance to ensure it is maintaining the goal of open space preservation.	12
COASTAL COMMUNITY RESILIENCE	
Join regional coalition of surrounding coastal communities to work together around issues of sea level rise.	7
Consider a ban on plastic bags and plastic water bottles.	7

DETAILED DOCUMENTATION

Detailed documentation of participant responses presented in the pages that follow.

Comprehensive Plan Update, Kittery, Maine



"Let's work together for mindful development with community involvement."

"Needs more sidewalks and bike paths."

"We have to come together to proactively work through competing ideas and ideological philosophies – whole thinking."

"Needs to be updated to 21st century."

"We need a more bicycle friendly attitude. The town policy need to enforce speed limits."

"Major traffic problems because of Navy Yard. Noise and light pollution from Navy Yard. Schools need improvement – low test scores. Unstable town government. Needs more sidewalks and bike lanes."

"Thank you for bringing the community together!!"

"Amazing public spaces that need to be taken advantage of even better."

"It needs a modern library – not a building that is a monster to heat with little room for functions and an annex that is also over burden – Kittery's library is an embarrassment."

"Cohesion planning critical."

- 1. Connect – not divide. Integrated mixed-use zoning*
- 2. Simple*

COMMENT BOARDS

Comment Boards were placed at Town Hall and the Kittery Community Center during the month of March with a series of questions for people to respond to.



IF YOU COULD DO ONE THING TO IMPROVE KITTEERY WHAT WOULD IT BE?

- SIDEWALK CONNECTING OUR GREAT ROAD WALKS
- WALKABLE TOWN WITH SHUTTLE TRANSPORT
- IMPROVE ROUTE 1 TRAFFIC FLOW
- ELMINATE LEFT TURNS FOR SAFETY (RT 1)
- INSTALL TRAFFIC LIGHT AT ROGERS ROAD INTERSECTION TO KCC
- FIX POTHOLES
- MORE SIDEWALKS BY HIGH SCHOOL & BY TRAFFIC CIRCLE (DAIRY QUEEN)
- GET MORE SKATE PARKS
- [ADD] STOP LIGHT FROM EXIT RT 1 BY PASS TO KITTEERY TRAFFIC CIRCLE (NO ONE STOPS)
- WE NEED SIDEWALKS ON OUR SCHOOL STREETS IN PARTICULAR STEVENSON RD
- PROTECT MORE LAND IN NATURAL STATE
- RT 103 BICYCLE LANE

POST FORUM #1 INPUT- FROM TOWN HALL AND COMMUNITY CENTER 3/16

- CONTINUOUS SIDEWALK FROM COMMUNITY CENTER TO TOWN HALL
- SHARE MITCHELL SCHOOL WONDERS WITH SHAPLIEGH & TRAIIP & MORE FULLY INTERGRATE ALL 3 SCHOOLS WITH COMMUNITY
- MODERNIZE HOW WE EDUCATION OUR CHILDREN
- FIX OUR SCHOOLS
- STOP ALL HUNTING (USE NON-LETHAL BIRD & DEER CONTROL)
- TEEN CENTER FOR KIDS TO GO TO WHERE IT IS SAFE & FUN
- BUY THE LAND NEXT TO THE KCC, MOVE THE BALL FIELD TO THE BACK, TAKE DOWN THE FRONT CHAIN LINK FENCE & CREATE A REAL TOWN GREEN IN THE FRONT OF THE BUILDING
- COMPREHENSIVE YOUTH PROGRAMS AT OUR COMMUNITY CENTER
- STREET/PARKING LOT BEAUTIFICATION... MORE GREEN LESS GRAY
- PAINT & RESIDE TRASH BUILDING
- KEEP THE LIBRARY DOWNTOWN
- INSTITUTE ADPATIVE REUSE ORDINANCE IN FORESIDE
- AUTO CROSSWALKS ON RTE 1 THRU OUTLETS BEFORE SOMEONE GETS HIT BY A CAR
- STOP HUNTING IN TOWN FOREST
- RUN BEERS OUT OF TOWN
- POLICE DETAIL ON RT 1 OUTLETS FOR TRAFFIC & PEDESTRIAN SAFETY DURING WKENDS & SUMMER TRAFFIC
- PUT TRAFFIC LIGHTS BY MALL ON BLINKING MODE AFTER MALL HOURS

THOUGHTS ON ADDITIONAL DEVELOPMENT IN KITTERY?

- ROADS TO NOWHERE- OUR RURAL SPACES COULD CONNECT TO EACH OTHER
- TINY HOUSE PARK
- PLAYGROUNDS
- KITTERY IS OLD AND MUST PRESERVE OLD TREES & OLD BUILDINGS & WILDLIFE
- PLAYGROUND IN DOWNTOWN NEAR LIL'S
- REDUCE SPRAWL INTO UNFRAGMENTED/UNDEVELOPED AREAS
- IN- TOWN (FORSEIDE & HALEY RD IN-FILL)
- AFFORDABLE HOUSING
- ENFORCE ZONING REGS IN PLACE INCLUDING SETBACKS (ESPECIALLY FROM WATER)
- FIX THE ROADS
- MORE LOCAL BUSINESSES ON RT 1
- ABATE PROBLEMS AT OLD NURSING HOME ON RT 1 & MOVE KITTERY WATER DISTRICT UP THERE
- BUILD AFFORDABLE HOUSING @ NORTH END RT 1
- BUILD PARKING GARAGE/RESTAURANT STORES/ RETAIL SPACE IN SPACE NOW OCCUPIED BY KWD [KITTERY WATER DISTRICT] (THIS WILL BE GOOD FOR PEOPLE GOING TO PORTSMOUTH & FOR SHOPPERS & DINERS IN KITTERY)
- THERE IS PLENTY OF "ROOM" TO GROW WHILE MAINTAINING CHARACTER
- KEEP WATER DISTRICT AFFORDABLE & "IN" TOWN
- DOG PARK
- DOG PARK OPPOSITION

POST FORUM #1 INPUT- FROM TOWN HALL AND COMMUNITY CENTER 3/16

- KEEP SMALL TOWN CHARACTER WHILE ADDING AFFORDABLE HOUSING
- FORESIDE NEEDS TO HAVE PROTECTIVE ORDINANCES FOR RESIDENTS- MAINTAIN CHARACTER
- ADAPTIVE REUSE ORD
- PROTECT THE BUILDINGS WE HAVE NOT JUST BUILDINGS ON HISTORIC REGISTER BUT OLD HOUSES BUILT BY WORKING MEN

WHAT MAKES KITTEERY UNIQUE?

- THE PEOPLE
- SEASHORE WATER FORT FOSTER, MCCLARY/SEAPOINT RURAL + URBAN LIFE
- OUR COMMUNITY CENTER
- OUR COMMUNITY
- KITTEERY HAS RURAL ASPECTS AS WELL AS CITY LIKE
- DIVERSE LAND/ PROPERTY TYPES
- BEAUTIFUL NAUTRAL RESOURCE AREAS
- OUR GORGEOUS SHORELINE
- BEACHES/BOAT LAUNCHES/PARKS/WOODS/WILDLIFE
- RESTAURANTS
- AVAILABLE LAND TO DEVELOP ON RT 1 FOR SUSTAINABLE BUSINESSES (NOT MALLS)
- ACCESS TO RT 95 "CORRIDOR": FROM BOSTON TO PORTLAND
- ITS UNPARALLELED LOCATION- ON WATER IN VIBRANT SCENES YET UNSPOILED BY TOO MANY MCMANSIONS, THERE ARE STILL REAL WORKING CLASS (MANY CLASSES) HERE
- WE AREN'T PORTSMOUTH! DON'T WANT TO BE!
- STOP HUNTING
- WE EMBODY HISTORY OF WORKING MEN WHO BULT LARGE WOODEN SHIPS. NOT THE RICH GUY BUT THE WORKING MAN. WE HAVE AN IDENTITY TO KEEP LINKING WORKING WATERFRONT AND WORKERS
- LOCATION TO BOSTON/PORTSMOUTH WHILE MAINTAINING RURAL/SMALL TOWN ENVIRONMENT
- OUR HISTORY- WORKING STAFF AND THE HOUSES THEY LIVED IN. FISHERMEN, BUILDERS, CARPENTERS, JOURNERS STILL WITH US!

WHAT ARE YOUR FAVORITE THINGS OR WANT PRESERVED FOR THE FUTURE IN KITTEERY?

- FORT FOSTER
- THE LIBRARY WHERE IT IS
- LIBRARY-CONNECT YOUTH AND ADULT BUILDINGS
- I LIKE HAVIING THE COMMUNITY CENTER HERE
- ITS NATURAL BEAUTY
- THE NATURAL/RECREATION AREAS
- NICE PEOPLE
- FORESIDE (ALTHOUGH CONCERNS)
- FORT FOSTER
- LIBRARY

POST FORUM #1 INPUT- FROM TOWN HALL AND COMMUNITY CENTER 3/16

- KITTELY ADULT EDUCATION IS FANTASTIC
- KITTELY RESTAURANTS
- BEACHES/BOAT LAUNCHES/PARKS/WOODS/WILDLIFE
- KITTELY'S HISTORY
- COMMUNITY CENTER (SAFE PROGRAM)
- BOAT "WATER USER FEES" TO BE ELIMINATED "NOT ENFORCED"
- BOAT EXCISE TAX BELONGS IN PORT AUTHORITY BUDGET
- RAMP FEES AT TRAIPTON TOO HIGH
- KCC- WONDERFUL
- KAA
- FT MCCLEARY & FORT FOSTER
- HISTORY OF WORKING MAN, BUILDING BOATS, IS RIGHT HERE. LET'S PROTECT IT.
- SMALL TOWN CHARACTER & ENVIRONMENT. LOW POPULATION.
- THE HOUSES OLD OR FUNKY STRETCHING FROM JONES PARK TO ST. RAPHAELS. THIS SHOULD BE A HISTORIC DISTRICT.

WHAT IS YOUR LEAST FAVORITE THING OR CHANGE YOU WOULD LIKE TO SEE IN KITTELY?

- SCHOOLS – WANT THEM KNOWN AS EXCELLENT & INNOVATIVE
- WE NEED TO STOP HUNTING AND KILLING OF DEER, BIRDS AND ALL WILDLIFE NOW
- HUNTING IS GOOD, KILLING DEER IS GOOD
- GOVERNMENT DISFUNCTION- INABILITY TO KEEP A TOWN MANAGER
- A LOT OF PAVEMENT/LACK OF GREEN SPACE OR ATTRIBUTES IN "TOWN CENTRE"
- CONCERNS WITH FORESIDE BECOMING TOO MUCH LIKE PORTSMOUTH, WOULD LIKE TO SEE KITTELY IDENTITY INTACT OVERTIME
- NONCONTINUOUS SIDEWALKS
- POOR SCHOOLS
- SCHOOLS LACK GREAT DIRECTION
- TAXPAYER & SENIOR CITIZEN ACCESS TO BOAT LAUNCHES/PARKS (UNABLE TO AFFORD ACCESS TO FORT FOSTER)
- THE MALLS ARE MY LEAST FAVORITE THING ABOUT KITTELY. CAN WE DEVELOP RT 1 W/ MORE BUSINESSES LIKE PAERKER-HANNAFIN & SHORT-TERM HOTELS AND OTHER BUSINESSES (ON THE GO!) THAT CAN PAY A LIVING WAGE?
- LACK OF SAFE LANES & TRAILS
- HAVING SPLIT IDENTITY/PERSONALITY AS IT STRADLES MAINE & NH
- HOMEOWNER'S/ DOG OWNERS DO NOT PICK UP AFTER THEM
- DOGS ARE ALLOWED ON BEACHES- EVEN DURING THE MONTHS/HOURS THEY SHOULDN'T BE, POLICE NEED TO ENFORCE THE LAWS
- LACK OF A WALKING TRAIL & BIKE ROUTE FOR SAFE EXERCISE/RECREATION
- HUNTING IN TOWN FOREST
- PEOPLE TEARING DOWN OLD BUILDINGS TO PUT UP NEW ONES THAT ARE UGLY
- SHIPYARD TRAFFIC SHOULD BE BETTER MANAGED- GIVE KITTELY RESIDENTS TRAFFIC PREFERENCE (NOT THOSE EXITING THE SHIPYARD) WORK ON MASS TRANSIT SOLUTION & OUT OF AREA PARKING

**CREATING OUR FUTURE
TOGETHER**



**KITTERY 2015-2025
COMPREHENSIVE PLAN**

**Summary of Public Input
Survey of “Burning Issues”**

Forty-eight (48) Kittery residents responded to an on-line survey comprised of sixteen (16) “Burning issues” as identified by the Comprehensive Plan Update Committee and the Consultant Team. Two responses were submitted in hard copy, the remaining were completed on-line. The following is a summary of the majority responses followed by a compilation of detailed responses.

How can we prevent the loss of historic buildings and landscapes while at the same time protecting individual property owners’ rights?

- *Very strong support for historic preservation*
- *What do other towns do?*
- *Some concern over private property rights*

What is the best way for the Town to protect the Rice Public Library building from demolition or incompatible alteration, regardless of how it is used in the future?

- *Very strong support to preserve the building and to keep it open to the public by using it as:

 - *A library*
 - *A museum*
 - *A visitor center*
 - *Town offices**

How do we respect the rights of hunters to engage in their sport and simultaneously ensure the safety of all residents?

- *Significant support for different ways to limit hunting (by number of days, season, geographic locations, etc.) as well as much support for the “right to hunt.”*
- *Many comments on the need for more information – maps, postings, signage- regarding what is allowed and where*

How do we strike a balance between dog owners’ desire to bring their dogs to the beaches and the desire of others for clean and peaceful beaches?

- *Signage*
- *Enforcement regarding leash law and scooping*
- *Provision of doggie waste bags and receptacles*
- *Limit hours*
- *Limit dogs to specific beaches*

- *Some people seemed unaware of existing seasonal rules regarding dogs on the beach*

Would you support the recommendations of the Athletic Fields Study even if it meant an increase in your taxes?

- *Approximately an equal number of “No” and “Yes” responses; some of the Yes responses were: “Yes, but no increase in taxes.”*
- *Many felt the need for more information regarding the Athletic Field Study*

What would you like to see in the Outlet area of Town as it evolves in the future?

- *Strong support for mixed use, including workforce housing*
- *Support for improving walking, biking and having more natural areas, including a park*
- *Several people expressed a desire for a grocery store*

What kind of development do you think is most appropriate for the future along the Town’s major commercial spine, specifically along the Route 1 area from Haley Road to the York line?

- *Significant support for the preservation of natural features*
- *Mixed use, small scale, including affordable housing*
- *More walkable, bikeable*
- *Recreational uses*

What should the Town do to support housing that is affordable to lower and middle-income households? Where are appropriate locations to encourage new housing development to support this goal?

- *Very strong support for the creation of affordable housing. Locations identified as being appropriate include:*
 - *Along Rt. 1*
 - *Rt. 1 by-pass*
 - *Outlet area*
 - *Water District site*

Where would you like to see the Town provide accommodations for bicyclists including wide shoulders, shared bike lanes, bike lands and separated bike paths?

- *Very strong support for bike accommodations*
- *At a minimum the Town should put up Share the Road signs and paint lanes on the streets*
- *Rt. 103 was cited as being the most desirable location, but also the most dangerous*
- *Some felt that sidewalks were more important (because “not everyone rides a bicycle, but everyone walks”)*

Need for parking at various locations

Foreside

- *Approximately twice as many said yes than said no*

- *Those who said no said that the shortage is over stated, that people only need to “go a block or two to find parking.”*
- *Parking is reportedly difficult during peak times*
- *Some suggestions regarding better management of existing spaces (employees to park further away, etc.)*

Pepperrell Cove

- *Approximately twice as many said No than said Yes*
- *Those who said no said that they couldn't envision much additional development in the area, therefore, no additional parking is needed*

Chancy Creek

- *More than twice the number of people said No than said Yes.*
- *Most saw the problem as being that of the business, not the Town*

Seapoint Beach

- *Almost equal amount said Yes as said No*
- *Some who said Yes wanted it to be Residents Only*
- *Some who said No said that limiting parking was a way of protecting the “fragile ecosystem”*

Would you like to see a public shuttle bus in Kittery?

- *Some concern expressed regarding sufficient ridership*
- *Yes, but not at the tax payers expense*
- *Explore regional cooperation*
- *Good for pre-teens and for 65+population*

What actions should be taken to improve water quality in Kittery?

- *Monitor septic systems and enforce regulations*
- *Enforce strict regulation of use of fertilizes, pesticides, herbicides, etc.*
- *Explore longer term investment, e.g. permeable pavements, landscaping to filter runoff, etc.*
- *Stop development*

What measures would you support to preserve the working waterfront?

- *Very strong support for the fishermen and the working waterfront. Suggestions included:*
- *See what other towns have done (e.g. York)*
- *Talk to organizations such as the Cape Cod Commercial Fishermen's Association, Main Sea Grant, and Coastal Enterprises Institute*

Where would you like to see additional public boating access and associated parking?

- *Almost an equal number would like additional access and parking as those who would not*
- *Some of those who would like additional access, would like it to be for Residents Only.*

Should we continue to consider the area north of Spruce Creek to be “Limited to No Growth”?

- *A significant majority would like to keep it as Limited to No Growth*
- *Some discussion of desirability of clustered development for preservation of open space (versus large minimum lot sizes)*

Where could/should the future library be located?

- *Exactly an equal amount of respondents wish the library to stay in its existing location as would like it to relocate to a new one.*
- *Of those who support building a new library in another location, the majority cited the Kittery Community Center site as the desired location. Other locations included:*
 - *The space next to the Post Office (build a second story)*
 - *Gas station at Whipple Road*
 - *Outlet area*
 - *40,000 sq. ft. area at Spruce Creek.*

OTHER: Are there any other issues that you consider to be “burning?”

- *Shipyards traffic*
- *Too much development, developers looking for opportunities*
- *Town spending too much money*
- *Business Park not effective*
- *Training and workshops needed of Town staff and citizenry*
- *Roads need repair*
- *Protect small town charm*
- *Town buildings need to be energy efficient*
- *The financial impacts of a new library*
- *Sewer betterment fee*
- *Route One development*
- *Protect local water access*
- *Improve walkability (more crosswalks, finish the sidewalk on Stevenson Road)*
- *Noise pollution*
- *Improve the school system*
- *Port Authority should be reviewed for effectiveness*
- *Better use of Community Center and more collaboration with other groups*
- *More transparency in local government*
- *More athletic fields*
- *Support aging in place, affordability*

A detailed documentation of all survey responses may be found on the pages that follow.

Kittery Comprehensive Plan Survey

Q1 HISTORIC PROPERTIES. Several historic properties in Kittery have been demolished or significantly altered in the recent past. How can we prevent the loss of historic buildings and landscapes while, at the same time, protecting individual property owners' rights?

Answered: 33 Skipped: 13

#	Responses	Date
1	Establish a preservation/historical society and identify historic areas/buildings that need to be protected. Work with town zoning to establish rules about what can/can not be done to historic buildings. Obviously, this becomes difficult to retroactively establish on privately owned property, but incentives can be created to get owners to comply.	6/28/2016 10:29 AM
2	incentives for home owners to keep property historic. whether it's tax credits, etc.	6/28/2016 9:54 AM
3	Some kind of historic designation is necessary. What was done to the Bray house is unimaginable. The properties should be marked as such before being sold, so buyers will know what they can or can't do. There are historic building all over the world and people don't knock them down to build a pool. Look at the big picture, Maine was one of the first settled states, and we can't keep a few building or landscapes to reflect that?? That's a true shame.	6/24/2016 3:54 PM
4	I honestly feel that protecting historic homes is the town's responsibility and I don't understand how these historic homes came to be privately owned in Kittery. I think there should be a certain expectation of the homeowner to maintain the building and keep it looking as original as possible	6/24/2016 10:56 AM
5	Not sure this can be done with no designated historic district and its guidelines and rules. Check with neighboring cities and towns to see how they handle this?	6/23/2016 6:42 PM
6	Follow the preservation best practices developed and successfully used by surrounding communities.	6/23/2016 5:35 PM
7	History is important, but the needs of the town trump history. I would love as much history saved as possible, but if something needs to be taken down then so be it	6/23/2016 4:39 PM
8	Under NHPA [Nat'l Historic Preservation Act], there are provisions for exterior facade easement status which protects exterior appearance yet still permits interior renovations/changes to accommodate current design elements. Similarly, view easements provide viewing protections. Neither are perfect but loss of the historic foundations of our town are tragic.	6/23/2016 4:27 PM
9	Surely other communities have found solutions. What are the models?	6/23/2016 2:14 PM
10	In some towns in MA, if your house becomes classified as historic, you need the permission of the town and neighborhood to even repaint the house a different color. Maybe trying something like that. Have the town and neighbors have a say if it is major change to the property.	6/23/2016 1:51 PM

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11	<p>Convene a historic resources commission (like a historic preservation commission, but with broader vision) to investigate options on a relatively short timeframe. Look at how other towns have done it successfully and develop a suite of options for broader public discussion. Without knowing much about it, I am guessing it could include proposing both ordinances & incentives (tax breaks? exceptions to zoning?). A local historic registry could be developed, or particular neighborhoods could be designated. Certain aspects might be voluntary or mandatory. They might apply to all buildings or only new construction, renovations, or pending sales. Approach the state historical societies for help, since surely they are familiar with these issues, or can refer us to groups that are. Here are some links to groups doing related work: http://forum.savingplaces.org/home - national network for historic redevelopment https://growsmartmaine.org/ - historically-sensitive community development http://buffalovedevelopment.com/our-services/ - community-oriented historic conservation/redevelopment</p> <p>The process needs to move along and not get too bogged down. If we squander our historic resources, and fail to value them as a public good, we are unlikely to benefit from the tourism boom in Portsmouth, or to see real estate values to increase as they have of late, especially in the Foreside. Portsmouth is booming largely because it protected its historic buildings. The more recent building craze there is an outgrowth of their longstanding policies. Viewscapes are a public good, like roads and bridges. We don't need to be mandating paint colors, but surely we can do something to beef up the review processes for building and renovation permits? I have no personal familiarity with that process in Kittery, but in many towns, those review panels are perfunctory in practice, even if they may have more legal clout than they have courage to exercise. A public education effort might help, by giving that group and various interested parties some vocabulary, and policy frameworks. Explain to people why historic properties are important to overall property values and quality of life. Make sure some good architects are involved. We can't replicate the past, and probably wouldn't want to, but there are ways to at least ensure that more contemporary design doesn't detract. It seems that in Portsmouth, some recent controversial developments have undergone multiple rounds of public input until they produced architectural designs that people are ok with. It takes a little thought, and hiring the right people, but the developers can do a decent job if they are incentivized and the oversight is appropriate and persistent.</p>	6/23/2016 10:04 AM
12	<p>ZONING, ZONING, ZONING! This becomes a legal document for not only property owners but board members to use and follow. HEIGHTS: Foreside & Route 1. I suggest a max of 36' = 2-1/2 story building. Plenty high to keep development in the area that is currently charming and historic. Route1 Bypass - 65' height. This would locate the taller buildings away from the historic area. SETBACKS: Foreside, Route 1 & 236. Front: 10'; Sides: 10'; Back: 20'. This keeps these areas green and respectful. Let the areas that are already pavement have 0' setbacks. Think FORWARD. Think like a developer and how things will quickly get maxed out if we don't watch the numbers!</p>	6/21/2016 8:29 PM
13	<p>Public-Private partnerships need to be developed to preserve the physical buildings/lands and re-purpose them, either for private or public usage. The 'owners' are only the current custodians/shepherds and should not have ultimate rights.</p>	6/21/2016 2:31 PM
14	<p>strongly encourage property owners to maintain the historic significance. IE historic tour lists, tax incentives, or even a simple collage of all the sites that can be viewed either on line or possibly a hard copy on request.</p>	6/21/2016 6:29 AM
15	<p>establish a historic district with limited changes available, in the downtown, and protect only a few key properties outside of that area. You can't save every old building, and "historic" homes can be a burden to a property owner, so most should be able to renovate or remove the structures</p>	6/20/2016 3:56 PM
16	<p>There is no perfect solution, but we should be careful to not confuse 'aged' with 'historic'. Just because a structure may be 75, 100, or even 150+ years old does not mean it should be preserved. If we were to look south to Portsmouth, we would see a strong HDC that mandates that all building become terribly homogenous. It is comical to see huge redevelopment across downtown Portsmouth, in an area bound by the mandates of this powerful HDC, where dozens of old structures are razed, only to be replaced by new structures having the exact same aesthetic and roots tied to a tired old period. For no reason other than claims that this makes the town 'historic'. It makes for complex and costly approvals, and cheapens the very aesthetic it claims to protect. Let us be open-minded and not use 'historic preservation' as a tool to prevent property owners from bettering their homes and properties.</p>	6/20/2016 9:56 AM
17	<p>?</p>	6/19/2016 9:29 AM
18	<p>Protect them like other historical properties are protected in other cities. Ensure everyone in the town is informed and able to make a decision if a development change is deemed questionable by zoning board.</p>	6/17/2016 1:50 PM
19	<p>I am sure there this info out there about protection of historic property, we do not need to reinvent the wheel. Let's try to save these properties.</p>	6/16/2016 9:10 PM
20	<p>you can't have both. If the town thinks they are important then they should purchase them.</p>	6/16/2016 5:40 PM
21	<p>tough one. at some point, more than a few people do have to care for these places and things to last.</p>	6/16/2016 11:10 AM
22	<p>Owners should have rights to develop or change their property.</p>	6/16/2016 7:24 AM
23	<p>Not all old buildings are worth saving. History is not stagnant and a mix of the old with new is good for a community.</p>	6/15/2016 6:07 PM
24	<p>Designate specific buildings within the town that could potentially be put on the historic register list.</p>	6/15/2016 3:01 PM

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25	Assign them as Historical landmarks so they are protected.	6/15/2016 2:59 PM
26	I've not encountered any way to incentivize preservation of historic buildings other than an historic district overlay. I don't see that as appropriate for Kittery	6/15/2016 2:28 PM
27	We say we want Progress, but we still try to hold onto the past. Pick you battles. With this many tourist and people wanting to come to Kittery, wanting a piece of us, we are letting them destroy what we hold love about our town. Progress is not always a good thing.	6/15/2016 8:54 AM
28	That's a big question without an easy answer. However, I think there should be limits as to how much taxpayers should subsidize private landowners with easements (i.e. Rustlewood Farm). Purchases are another thing altogether, but it seems to me that raising funds for easements should be done privately.	6/15/2016 8:30 AM
29	Pass laws to protect our heritage based on a review of properties' historic value and significant.	6/15/2016 12:14 AM
30	By mobilizing the population to realize the value of these gems wh0 can convince the Town Council and general population to fund the preservation of the valuable properties	6/14/2016 10:36 PM
31	Enacting historic zoning and preservation rules and have a historic properties commission. We should identify properties that fit a criteria and enact rules to protect them. Owners could be given a break on property taxes if they adhere to the rules.	6/14/2016 4:32 PM
32	Certainly other towns and cities have instituted measures that work. We can look at existing strategies and adopt what will work for Kittery.	6/14/2016 8:29 AM
33	Buy said properties, rewrite the deeds and create lease/buy opportunities for lower/middle income buyers defining what can and cannot be done to improve or change buildings and landscapes.	6/13/2016 12:58 PM

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Q2 RICE PUBLIC LIBRARY BUILDING
The Rice Public Library is housed in one of the most architecturally-significant library buildings in the State of Maine. It may or may not continue to be used as a library in the future. What is the best way for the town to protect this building from demolition or incompatible alteration, regardless of how it is used in the future?

Answered: 40 Skipped: 6

#	Responses	Date
1	My above response would apply to Rice Library as well.	6/28/2016 10:29 AM
2	move the town offices into it.	6/28/2016 9:54 AM
3	Some kind of historic designation. The Library should absolutely be protected.	6/24/2016 3:54 PM
4	Does the state of maine have funds for protecting historic buildings? Can we access these funds or get a grant?	6/24/2016 11:58 AM
5	Well you just don't let it happen. Who owns the building?	6/24/2016 10:56 AM
6	Not sure what guidelines are in place for this gift to the town. Historic New England works with individuals to maintain significant elements of buildings in perpetuity. Maybe something restricting changes could be adopted in going forward.	6/23/2016 6:42 PM
7	Historical designation. Have zoning that compliments this goal	6/23/2016 5:35 PM
8	The library needs to syay	6/23/2016 4:39 PM
9	Again, see above. The library now is functional virtually unusable. Sell the bldg with protections, and perhaps occasional access if it becomes commercial space, built into deed. Use \$\$ to build a functional library space [hopefully at Frisbee Commons]. This project has languished too long ... why are Rice trustees dragging their feet?	6/23/2016 4:27 PM
10	Preservation society? New Engkand Historic Homes? What do other communities do?	6/23/2016 2:14 PM
11	Turn it into a museum of Maine history. Host events and teach people about Maine and local history. Put it under the protection of National Historic Landmark.	6/23/2016 1:51 PM
12	No way should these buildings be demolished or their historic value at all diminished. There has to be a way to protect them. If the library is a private non-profit, surely its trustees could put a covenant on it. Again, I would think the state historical society would be familiar with such options. If the town were to create a local historic resources registry, the library could be the first property on it. It might require a foundation-run capital campaign.	6/23/2016 10:04 AM
13	we do NOT need a new library. This is an age of e-books and such. We do not need unnecessary new taxes to support it and it's staff. Those that want a new structure should get a grip or move to York where they cannot pay for the Tj Mahal they built.	6/22/2016 2:17 PM
14	Establish a Historic District and Commission (HDC) to provide guidelines! This will prevent any future properties from being at risk for removal. True it could be used as a private industry but would need to follow all codes and answer to the HDC. We are LATE to the table on this one!	6/21/2016 8:29 PM
15	As the Town owns the building, it should find an appropriate means to re-purpose it. It could be a Welcome Center, or used as open office space/ by the desk, as a business incubator. Or a museum.	6/21/2016 2:31 PM
16	Restore the building to its original condition, then establish a fund to prevent its defacing/ demolition.	6/21/2016 6:29 AM
17	The building MUST remain in the hands of the town, a museum, chamber of commerce, or multi use space under the control of the the Rec Dept. Not condos, or private ownership.	6/20/2016 3:56 PM

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18	Immediately cease funding 95+ percent of the 'free' library's operation unless it becomes a town department. If it does so, manage the department like all others in town. If it does not, cease funding and seek out town memberships at Portsmouth and York, which can be had at lower cost than our current obligations and would GAIN our citizenry library amenities. Then decide how to proceed with the building based on the direction the RPL Trustees choose. See above for notes on historic buildings.	6/20/2016 9:56 AM
19	Keppra library there and expand it with addition to main building.	6/19/2016 9:29 AM
20	Something similar to what Lil's did (the bank vault door). Respect the history integrity of the structure while bringing modern amenities into the town.	6/17/2016 1:50 PM
21	Wow, this building needs to be saved. Is not the library the steward of this property? I believe it has been shown that this building can save historic character and be renovated to meet the needs of the Kittery residents. We should try. The downtown needs to keep its library, an anchor for the Foreside.	6/16/2016 9:10 PM
22	put rules in effect to preserve its basic structure, such as Portsmouth does with the historical district	6/16/2016 5:40 PM
23	I hope this building is not sold to a developer looking to turn Kittery into Portsmouth! Maybe creating a museum or connecting with our existing museum to see if they have any interest in the building.	6/16/2016 2:58 PM
24	If library moved, solicit proposals from communities about use. Proposals to be reviewed by committee; require language regarding preservation.	6/16/2016 12:14 PM
25	use it as the library.	6/16/2016 11:10 AM
26	Designate it as a historical landmark with restrictions on significant changes.	6/16/2016 7:24 AM
27	Could it be used as a museum?	6/15/2016 6:07 PM
28	Use the Museum as a Kittery version of Discover Portsmouth. It could house the historical society and have a partnership with the shipyard concerning displays and archives.	6/15/2016 3:29 PM
29	Have the town of Kittery, (or the State) to designate the building on the historic register list. Another option is to have a clause in the purchase that the building appearance (inside and out) cannot be significantly altered.	6/15/2016 3:01 PM
30	Inasmuch as the library trustees want to locate the new library at the community center, make preservation of the old building part of the deal to allow them to relocate there	6/15/2016 2:28 PM
31	Simple! Kittery can't support a BOSON TYPE library. Computers are replacing books.we are self- des	6/15/2016 8:54 AM
32	Libraries in their historic form are like the dinosaur - the internet has made them an anachronism. They way to preserve the Rice Library is to find another use for the building, one that can pay for its upkeep and that doesn't spoil its character. One thought is for the town to develop its own high-speed internet to attract internet-related businesses. The Rice Library could be the center of that effort and still maintain its "library" connection.	6/15/2016 8:34 AM
33	It could be sold with various protective easements in place that might reduce the value but protect the property.	6/15/2016 8:30 AM
34	Turn it into a museum or visitor center, but keep it open to the public.	6/15/2016 12:14 AM
35	Some of us are working with the PNSY to convert the library as a repository for artifacts and memorabilia from the Navy Yard for public access and viewing. The town needs to realize the value of this architectural gem	6/14/2016 10:36 PM
36	Retain ownership and reuse for another town department or lease/rent	6/14/2016 9:13 PM
37	See above. Unless there are rules you cannot hold people accountable for them.	6/14/2016 4:32 PM
38	Is the Library building property of the town? If so, we can just decide to keep it. If not, maybe we could buy it.	6/14/2016 8:29 AM
39	Town ownership	6/14/2016 7:39 AM
40	Retain ownership.	6/13/2016 12:58 PM

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Q3 HUNTING Did you know that you can hunt some type of animal every day of the year in Kittery, except Sunday? Reportedly several Kittery residents have heard bullets “whizzing by” them as they walked through the Town Forest. How do we respect the rights of hunters to engage in their sport and simultaneously ensure the safety of all residents?

Answered: 38 Skipped: 8

#	Responses	Date
1	I would propose limiting hunting on all town-owned land (including the Town Forest) to only deer hunting during a specific 2 week period in the fall/winter.	6/28/2016 10:29 AM
2	we are not rural. we shouldn't have hunting here no matter what.	6/28/2016 9:54 AM
3	Reading the question the answer is pretty obvious. Hunting should not be allowed in the Town Forest. You don't build a community around a bit of land for the townspeople to enjoy hiking and nature walks, then have them dodge bullets. Obviously, safety is the priority. They have plenty of other places to kill animals.	6/24/2016 3:54 PM
4	Publicize the dates and months of hunting widely. Try to limit hunting to areas that are more contained and less integrated with housing.	6/24/2016 11:58 AM
5	There should not be any hunting within certain Town areas. They should be posted has no hunting areas	6/24/2016 10:56 AM
6	Look into archaic hunting laws....why is there a season on crows for example? And no property designated as recreational should invite hunting! Total conflict of interest!	6/23/2016 6:42 PM
7	Education, signage and police/game warden enforcements of laws	6/23/2016 5:35 PM
8	Making it more noted where hunting grounds are, letting residents know the risk of walking there. Keep hunting alive	6/23/2016 4:39 PM
9	Question itself is poorly drafted and begs the answer. I presume Kittery only permits shotguns [i.e., pellets], not "bullets 'whizzing by' them" C'mon, ask fairer questions. Although not a hunter [and one who thinks gun use should be severely restricted], I also think public lands should be available to SAFE use by all. Perhaps provide restrictions to hunting on several days which may have positive effect of culling deer and others that will otherwise become nuisances.	6/23/2016 4:27 PM
10	Is there a right to hunt?? Safety first for all residents.	6/23/2016 2:14 PM
11	Teach people to be aware of the rules and to wear bright colors or even restrict people to hunt during certain hours or times of the year.	6/23/2016 1:51 PM
12	I would hope that state hunting laws would be sufficient to ensure safety, and that the only issue would be one of enforcement, which would be a state issue. In that case, the town needs to approach the state to make sure we are getting our fair share of enforcement coverage. On the other hand, if we have a legitimate safety issue that is not covered by state law, I would assume we can pass ordinances specifying larger buffer areas around non-hunting recreation areas, or possibly closing some areas to hunting. However, if safety arguments are being raised as an excuse to limit hunting for reasons of animal rights, then this is a different conversation. Hunting is a historic Maine tradition. I am glad to know that people are hunting in Kittery, assuming they are doing so legally and ethically. If our hunters are not following best practices, then we need a stronger education effort, one presumably co-led by both hunters and non-hunting recreationists. I guess I would also have to ask if the people who felt the bullets came too close were wearing blaze orange? The problem may be one where people from urban backgrounds are not aware of the risk, or Maine's hunting tradition. Maybe we just need to educate more non-hunters about what the different hunting seasons/rules are, and when it is most important to wear orange. Do we have signs and fliers in public places frequented by people who might find themselves in/near hunting areas? Would the hunting community take the lead on this? With the foodie movement in full swing, I bet some of the inexperienced public would be interested to learn a little about hunting, and why some people undertake it. Personally, I would rather my dinner have spent a life in the woods than in an industrial-scale animal feedlot.	6/23/2016 10:04 AM

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13	Too many whinny liberals moving into town that want things the way they had it in Massachusetts. Hunting is a tradition and necessary to maintain the best genes.	6/22/2016 2:17 PM
14	There are state hunting laws. Why aren't these enforced - strictly!	6/21/2016 8:29 PM
15	Hunters should NEVER have a right to hunt in a populated area. Let hunters go elsewhere and preserve all open space for safe and responsible access for all.	6/21/2016 2:31 PM
16	wear appropriate clothing when walking in an area that can be used as hunting grounds.	6/21/2016 6:29 AM
17	no hunting within the city limits. Safety first.	6/20/2016 3:56 PM
18	Make citizens aware that hunting is allowed and that this is not barbaric but a generations-old tradition that continues to be a source of food and sustenance to citizens. There is ample space in town for hunting and preservation, and all parties should recognize and respect the individual choices people make with regard to sport.	6/20/2016 9:56 AM
19	Regulate hours it is legal to ensure safety of walkers which is mainly daytime. Hunting shouldn't be allowed where people walk dogs. Period. End of story.	6/19/2016 9:29 AM
20	I do not appreciate hearing minutes of gunfire behind my house late in the evening, or really at any time of day. It is so close and it terrifies me. I don't know the mapped off areas of the Kittery forests where gun hunting is allowed, and the times it is allowed. I hate to think of walking in the woods one day and being accidentally shot, or have a bullet hit us from a missed shot from the woods. I need more information on the limits and rules here and I am not happy with the current situation.	6/17/2016 1:50 PM
21	Hunting in a residential area should not be allowed. I do not want to deny hunters their rights, I would like then to hunt in large open spaces suitable for firing a weapon.	6/16/2016 9:10 PM
22	why is hunting allowed in the town forest? just restrict it.	6/16/2016 5:40 PM
23	Post signs on ALL public property where hunting is allowed to notify people. And make sure hunters are aware of areas that are used by the public, where they are not allowed to hunt.	6/16/2016 2:58 PM
24	hunter education classes?	6/16/2016 11:10 AM
25	Make sure the property is posted "no hunting" if it is frequented by people who walk the trails. As we build more homes, hunters will be forced to go elsewhere to hunt.	6/16/2016 7:24 AM
26	The population has grown significantly. Why are bullets "whizzing by" anyone. Hunters need to put safety first which means not hunting in congested areas even if it was done in the past.	6/15/2016 6:07 PM
27	ban hunting in areas of a certain population	6/15/2016 3:29 PM
28	Limit areas of use for hunting.	6/15/2016 3:01 PM
29	Make hunting only in designated areas and away from homes.	6/15/2016 2:59 PM
30	Ban hunting on public land	6/15/2016 2:28 PM
31	We are self destructing. As the population grows we will be loosening more of our rights.	6/15/2016 8:54 AM
32	Limit hunting to bow and arrow or crossbow.	6/15/2016 8:34 AM
33	I have had close calls in the Town Forest myself--scary to both me and the hunter. I know the hunters don't want to hear this, but some parcels like the town forest have gotten extremely skinny over the years. It almost seems like it should go the other way around -- a few designated days for hunting in the Forest (especially to control deer), with some kind of lottery if there are too many hunters.	6/15/2016 8:30 AM
34	Limit hunting to certain posted locations and/or times.	6/15/2016 12:14 AM
35	Simple - enforce the existing laws that regulate the discharge of firearms in proximity to buildings.	6/14/2016 10:36 PM
36	Restrict hunting to specific time periods and prohibit it in places where public safety could be compromised. Enforce violations.	6/14/2016 4:32 PM
37	We can limit hunting in the Town Forest to certain weeks during the year.	6/14/2016 8:29 AM
38	Designate areas for hunting vs hiking.	6/13/2016 12:58 PM

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Q4 DOGS ON THE BEACHReportedly many Kittery dog owners bring their dogs to the beach and some, do not clean up after their pets. During summer months this is exacerbated because some people are also made uncomfortable when dogs are on the beach while they are swimming, sunbathing, and/or picnicking .How do we strike a balance between dog owners desire to bring their dog to the beaches and the desire of others for clean and peaceful beaches?

Answered: 42 Skipped: 4

#	Responses	Date
1	It seems like there already is balance, as I believe dogs are not allowed on the beach during the day in the summer. There should be steep fines for owners that do not clean up after their dog, and this should be strongly enforced by KPD.	6/28/2016 10:29 AM
2	dogs are only allowed during certain hours during peak summer days--that covers those 'uncomfy' people. as for picking up dog poo? ticket them. heavily. And, make the beaches in Kittery for residents only.	6/28/2016 9:54 AM
3	Just enforce clean-up policy. People generally love well behaved dogs.	6/24/2016 3:54 PM
4	The privilege of bringing dogs to the beach should be only for kittery residents. currently ever dog walker in the seacoast uses these beaches. there should be beaches designated for dog walking and others that are off limits to dogs. A beach area at fort foster would be the best for May through september as this would ensure that the owners are kittery residents (passes) and/or they have paid for the privilege with a pass. this would keep other beaches cleaner and safer for swimmers. It is too unpleasant to be in the water and have a dog defecating in your eyesight!	6/24/2016 11:58 AM
5	I think dogs should be on a leash at all times on the beach. Maybe a committee of committed people that will keep the beach clean regardless of who's dog crap it is to help. Maybe a beach Ranger to make sure rules are followed	6/24/2016 10:56 AM
6	Create seasonal times for pets at the beaches...for example, in the summer, beaches could be off limits from 7 am to 7 pm. Enforcement is the issue...perhaps volunteer patrolling scouts to politely remind owners about rules?	6/23/2016 6:42 PM
7	Proper signage, trash cans and doggie waste bags go a long way. Enough with the rules as restricting access to seapoint is a narrow minded solution. Deal with problem, don't just close eliminate access and cater to the vocal minority. Certain everyone in Kittery uses the resources of the greater Seacoast community (parks, beaches, etc.) yet we don't want to share our own	6/23/2016 5:35 PM
8	Have a beach just for dogs, it is important they have a space to play and run, if people do not like dogs they obviously have issues	6/23/2016 4:39 PM
9	Charge violators either via fine for not picking up or animal control people prohibit certain dogs/owners who are unsafe from using facilities. Really an enforcement problem, nothing else.	6/23/2016 4:27 PM
10	Enforcement. More of it. I can say almost every time I go to beach do g owners are disregarding the time they can be there, disregarding leashing them, and not cleaning up. This Saturday was my latest with witnessing this	6/23/2016 4:09 PM
11	Already done - the times dogs are allowed already corresponds to beach usage.	6/23/2016 2:14 PM
12	Establish fines for people caught not cleaning up after their pets. Put trash cans along the beach to make it easy for people to throw away stuff. Do a three strike policy. After a certain amount of non clean up, close the beach to dogs and explain why.	6/23/2016 1:51 PM
13	I don't think dogs should be allowed on beaches during summer. It is unfair to too many people, especially children and elderly. There are plenty of other places where dogs are welcome, and they can use the beach other times of year.	6/23/2016 10:04 AM

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14	no dogs on the beaches from 9 to 5 during the summer. Dogs should be leashed as people do not really control the dogs. Enforce those that do not pick up after their animals	6/22/2016 2:17 PM
15	I have been told by police that there is a NOT a scoop law in Kittery. I inquired about this because specific dogs always use my yard as a toilet and I watch the owners walk away. FINES - strictly enforced as well as dog tags are all income producers to the town & create a more friendly environment.	6/21/2016 8:29 PM
16	Dogs should NOT be allowed on the beaches. Period.	6/21/2016 2:31 PM
17	inflict a overly absurd fine for not cleaning up after your dog. Then strongly enforce to make sure word gets out there. As far as beach time, set early morning and early evening times for dog use times.	6/21/2016 6:29 AM
18	Limit the areas of the beach where dogs can be walked. Many dog walkers are coming from nearby towns that don't allow dog walking on the beach, so our restrictions should mirror portsmouth and york.	6/20/2016 3:56 PM
19	Again, it comes down to respect. If dog owners are not respectful of non-dog lovers (similar to parents recognizing that children are a choice not made by all), then rights should be curtailed. The town should establish very clear and readily available policies (posted clearly at all locations) and the dog community should self-police for compliance, recognizing that non-compliance will be met by a curtailing of these rights.	6/20/2016 9:56 AM
20	Enforce cleanup and have designated clean up days. Everyone here has dogs. Let's all be mindful. During daytime hours, leash law. Easy peasy!	6/19/2016 9:29 AM
21	Not many beaches allow dogs and i think it is nice to see one that does allow them. In other towns dogs are allows on beaches Sept 15 - May 15, not in the summer when most populated with people. Or, dogs could have a sectioned off part of the beach. I don't think we should ever do what Portsmouth did in Prescott Park and ban dogs altogether.	6/17/2016 1:50 PM
22	Dogs should be leashed at all times when fort foster is open to cars, everywhere inside the park. We do not have bad dogs, we have irresponsible owners and they should be fined. The rules are on the books, the town needs to figure out enforcement. A few tickets given out will scare the masses into picking up their dog poop and leasing their dog.	6/16/2016 9:10 PM
23	dogs should be on a leash and any owner who does not clean up should be fined	6/16/2016 5:40 PM
24	fine irresponsible dog owners that don't clean up after their dog and that don't obey the leash laws. Don't we have certain hours that unleashed dogs are allowed and the rest of the time they must be leashed? Follow through with the already existing rules!	6/16/2016 2:58 PM
25	These dog friendly beaches are really important to the community and they should not be altered to meet the needs of those who don't appreciate dogs. That said, we need to strike a balance. Ensure animal enforcement laws during dog prohibited times at local beaches could help. The dog poop issue is trickier, but again could come down to enforcement.	6/16/2016 12:14 PM
26	If this is indeed a problem, a not a matter of a few upset citizens, it seems that the restriction of animals on the aforementioned areas is the only way to achieve what you are asking. That however, also seems to be a disservice the greater community.	6/16/2016 11:10 AM
27	Put doggie bag stations in places where people walk their dogs. If they don't pick up after their animals, fine them.	6/16/2016 7:24 AM
28	Dog owners need to be responsible. Leashes and careful watching of pets is important. We will lose our right to bring dogs to beach if we are not responsible. No one wants to step in dog waste or be jumped on. I support restricting the hours they are allowed on the beach.	6/15/2016 6:07 PM
29	I personally am not a fan of dogs on the beach. I see a lot of out of town cars and the beach is overrun by dogs. I feel we should limit dogs to the morning hours only.	6/15/2016 4:31 PM
30	keep all dogs on a leash	6/15/2016 3:29 PM
31	Install 'poop' bag stations which will help remind owners to clean up after their pets.	6/15/2016 3:01 PM
32	I think the current situation of allowing dogs only during certain hours strikes a good balance. Perhaps installation of dog bag dispensers with signage urging people to clean up and report others who do not.	6/15/2016 2:28 PM
33	There are NO BAD DOGS. Just self centered, arrogant, selfish owners. The Dogs will loose because of a few.	6/15/2016 8:54 AM
34	Have a dog park at the beach.	6/15/2016 8:34 AM
35	I think the evening hours system works well now, although it's not perfect. Perhaps more signage at Sea Point with "rules for dogs". I've had been ask me "do you live in this town" because I was annoyed by dogs diving into an evening picnic.	6/15/2016 8:30 AM
36	Again, limit locations and/or times.	6/15/2016 12:14 AM
37	Adopt the existing regulations in neighboring towns such as York, New Castle, Rye, Ogunquit, Wells, and Hampton Beach.	6/14/2016 10:36 PM

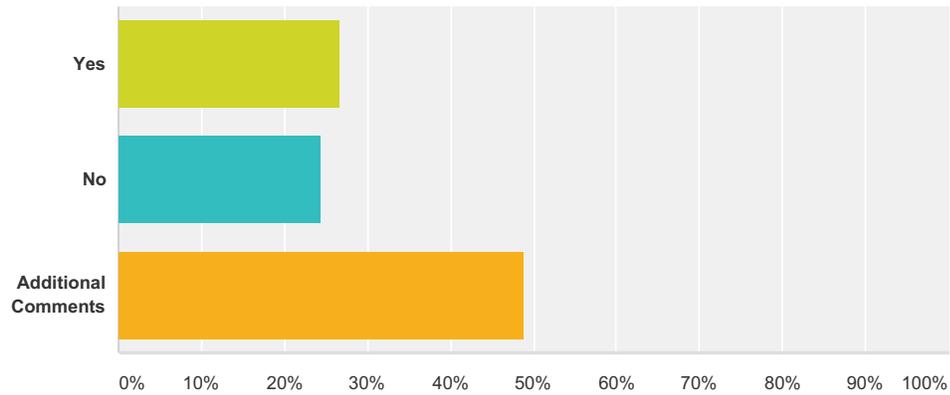
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38	Restrict the dogs allowed times to early mornings and late afternoons. Cleaning up after your dog needs to be enforced. The police or dog officer needs to get out of their car and walk these areas. People see the car and control their dogs so walking may allow a better result	6/14/2016 9:13 PM
39	We need more enforcement period. Good dog owners, who pay taxes like everyone else, should not be punished or unreasonably restricted because of bad actors. Issue tickets to violators. And Kittery needs its own dog park. I do not bring my dog to the beach often because I take him to Portsmouth to socialize with other dogs. But it is not fair to Portsmouth...I am a tax payer in Kittery and I want my town to have its own park.	6/14/2016 4:32 PM
40	We have rules that work - those rules need to be enforced.	6/14/2016 8:29 AM
41	I think that the current early morning/early evening daily time windows "in season" allowing dogs on our beaches is a fair balance. What to do about "some people" who do not cleanup is always a going to be a problem. Fortunately, they are very few in number. If witnessing a slacker in this regard, talk to the guilty dog owner.	6/14/2016 7:39 AM
42	Designate certain times that dogs are permitted.	6/13/2016 12:58 PM

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Q5 ATHLETIC FIELDSThe Athletic Fields Master Plan identifies the need for more playing venues as well as a series of other recommendations to help maximize access and use of existing fields. Would you support implementing the recommendations of the Athletic Fields Study even if it meant an increase in your taxes?

Answered: 45 Skipped: 1



Answer Choices	Responses	
Yes	26.67%	12
No	24.44%	11
Additional Comments	48.89%	22
Total		45

#	Additional Comments	Date
1	It depends on how much of an increase in taxes you're talking about.	6/28/2016 10:29 AM
2	think long term people, improve things for kids/adults more people will want to move to kittery, buy more houses, increase tax base, buy new cars, increase excise contribution, etc. amenities=long term good	6/28/2016 9:54 AM
3	I don't see how my tax dollars should go toward creating any athletic field for any school to use. I see this as a tremendous opportunity to show the kids that stuff doesn't grow on trees and if we want something like that we're going to have to work for it and then get creative with ways to make money	6/24/2016 10:56 AM
4	Only a very small increase! I would favor a volunteer committee.	6/23/2016 6:42 PM
5	Absolutely. Outside of providing great resources for healthy activities for local, if designed right it can also serve as a community hub. Additionally you could monetize the investment by renting out fields	6/23/2016 5:35 PM
6	Impossible to answer w/o more facts as to cost, expected use, etc.	6/23/2016 4:27 PM
7	Not opposed, but not biggest priority, either. Would like to see public/private partnership here.	6/23/2016 2:14 PM
8	We are a small town with a small population and adequate facilities. There is no need for fields to be build for specific sports such as Lacrosse. They can mark out the area with cones or flags and go play. Kittery does not have enough participants and all this is driven by a small and vocal group.	6/22/2016 2:17 PM

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9	a one time fund to get the study done is not out of the question, but increased revenue from taxes to be funneled in the future is quite out of the question	6/21/2016 6:29 AM
10	only if the study limited it's recommendations to solutions that do not expand the size or scope of town government.	6/20/2016 3:56 PM
11	Yes, this is critical when families are choosing a town in which to live. Parents expend a significant amount of disposable income on sports training for their children. This raises the bar on how communities should support these endeavors. Poor quality fields reflect poorly on parents and make them question a town's commitment to all citizens. This will pay dividends down the road.	6/20/2016 9:56 AM
12	No, if the city is going to frivolously make Martin Rd residents pay obscene amounts of money for betterment fees, I do not support the increase of any other taxes period.	6/17/2016 1:50 PM
13	I do agree that we need major upgrades to our athletic fields, but I think this plan is very excessive. It outlines adding more softball fields and creating new lacrosse fields, but what people don't see is that just to get enough girls on a softball team they have 3rd-6th grade girls all palying together on the same teams. there just isnt enough feamble athletes to sustain these 2 sports for the long term so it would be a crazy investment. Our taxes are already increasing for so many other reasons. If we keep this up young famlies like my own will not be able to afford to live in Kittery and there wont be a need for all these athletic fields.	6/16/2016 2:58 PM
14	Yes, if it includes playground space.	6/16/2016 12:14 PM
15	unfortunately no, not on the backs of the taxpayers. It needs to be a priority of the Town to find it in the Annual Budget	6/16/2016 11:10 AM
16	Our fields are over used and there is not enough open space to use during peak times. As result we restrict practice time or cut seasons short, which is not fair to our children.	6/15/2016 4:31 PM
17	Kittery can't support BOSTON Ideas!	6/15/2016 8:54 AM
18	Don't know Athletic Study	6/15/2016 8:34 AM
19	I'm not familiar with the report but it seems like we spend a lot of energy on sports for younger kids, without many resources going to other activities, especially for the non-athletic or for high school kids who have aged out of many sports and no longer play them.	6/15/2016 8:30 AM
20	no, let's allocate more funds to the sciences and technology to prepare our students for careers that will enable them to earn a reliable career and living wage by being abnle to afford to live in Kittery	6/14/2016 10:36 PM
21	I would have to read the report and consider the basis for the recommendations.	6/14/2016 8:29 AM
22	There needs to be an appropriate balance between the development of athletic field assets as indentified by the "Athletic Field Study" and other aspired uses of town owner land. For example, turning the Kittery's Community Campus into a sports complex as laid out the the "Athletic Field Study" is excessive particularly when juxtaposed to the mid to longer demographic futures for the Kittery: few children, older, etc....	6/14/2016 7:39 AM

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Q6 OUTLETSThe rise of on-line shopping and the development of other regional outlets have resulted in a decrease in demand for the Kittery shops; several stores closed just last year. The buildings are also reaching the end of their lifecycle. What would you like to see in this area of Town in the future as it evolves? How would you like it to look?

Answered: 41 Skipped: 5

#	Responses	Date
1	Smart development of mixed retail/residential with a focus on growing our tax base!	6/28/2016 10:29 AM
2	I disagree, people like to shop there. I think there should be a massive pier and boardwalk there. do it so it doesn't impact ecology, sure it can be done, would be great tourist draw to an already touristy area.	6/28/2016 9:54 AM
3	In a perfect world, bulldoze it all and let Nature take over. But the area of State road around Golden Harvest and the few galleries is a great example of land well used.	6/24/2016 3:54 PM
4	Move the library over there. There is ample parking and good light.	6/24/2016 11:58 AM
5	It can't look any worse than it does right now so I'm not tremendously worried about it. I would love to see a bulldozer take the whole thing down but I don't want it to turn into residential area either. I feel we have a got enough people in this town already without building new homes and encouraging people to move here.	6/24/2016 10:56 AM
6	Green space!	6/23/2016 6:42 PM
7	Workforce housing and offices/worker space for craftsman, artisans, tech and culinary. Given the very real culinary status our town has gained, lets invest back into a culinary incubator for the next wave of entrpeneurs	6/23/2016 5:35 PM
8	The outlets provide so many jobs, we need to do everything in our power to save them	6/23/2016 4:39 PM
9	As a town, we have little input w what happens. It will be a commercial decision.	6/23/2016 4:27 PM
10	Open air multi use facilities with views and food	6/23/2016 4:09 PM
11	Great place for some affordable workforce housing. Also maybe grocery store, other non-discount retail? And recreational access to Spruce Creek.	6/23/2016 2:14 PM
12	Have a grocery store come in to one of the empty spaces or move the visitor center over there which would allow for more traffic and people see that it there.	6/23/2016 1:51 PM
13	I don't know the mall area or its dynamics well, but let's try to see this as potentially a positive shift. It was once a beautiful area, before the sprawling development. Find creative ways to turn it into a mixed-use area. That is the new trend nationally for dying suburban malls. See The Sprawl Repair Manual and Fixing Suburbia. Maybe some use that would be valued by the community at large for indoor recreation. Try to convert a space to arts-oriented small businesses? Artists, dance, music, etc.? And low-impact development of outdoor recreation options would be great – trails, anything to get people thinking about alternatives to the status quo. We know that easy-access trails raise real estate values.	6/23/2016 10:04 AM
14	Find tax revenue and stop cutting deals.	6/22/2016 2:17 PM
15	Hotels and green space. Tourist are good for the area but we need to keep that also under control as they come into town.	6/21/2016 8:29 PM
16	As much as I dislike this part of Route 1, these stores bring tax dollars to town. I would like to see more craft/ art/ entrepreneurial businesses have gallery and manufacturing space that is open to the public. Also, more local restaurants, not chains.	6/21/2016 2:31 PM
17	The need to draw in other business is a must, if there is less and less demand for building space for commerce in the outlet area. The question of why are we building another park comes to mind.	6/21/2016 6:29 AM

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18	redevelop the area creatively to be next generation artist, small business and multi-use spaces. Community college space. Performing arts or entertainment.	6/20/2016 3:56 PM
19	Mixed use, including housing, professional office space, and retail. It is unlikely that apparel buying will be supported like it was prior to the Great Recession. Buying power is focused in other areas, especially as the professional industries continue to go with less formal dress codes.	6/20/2016 9:56 AM
20	Think it out or condeneed it. Small supermarket. Kittery needs pet supply store too.	6/19/2016 9:29 AM
21	Like downtown Portsmouth. Local shops in historical and maintained buildings. Lets not lose the charm and turn downtown into an outlet industrial strip. Kittery is up and coming because of it's seaside charm and history.	6/17/2016 1:50 PM
22	Retail and residential mix. It does work.	6/16/2016 9:10 PM
23	trees	6/16/2016 5:40 PM
24	Nature parks and gardens. A space for youth like a, skate park, arcade, bowling, swimming pool. Everything that has been happening in kittery has been geared towards older wealthy people again we are not Portsmouth and we are not York! We need to do more for our youth!	6/16/2016 2:58 PM
25	Sure would be a nice park, in the middle of all that commercial madness. how about another exit to 95 to cut down on Route One summer traffic.	6/16/2016 11:10 AM
26	Put in more businesses that benefit the community. How about a grocery store?	6/16/2016 7:24 AM
27	Apartments with parks around them and a few good shops and restaurants in walking distance. Some kind of public transportation.	6/15/2016 6:07 PM
28	I would like to see it continue as a "shopping" area maybe supplemented with restaurants or other attractions that keep the tourist coming to the town.	6/15/2016 4:31 PM
29	more restaurants and specialty stores	6/15/2016 3:29 PM
30	Begin to designate areas for micro housing, small businesses or a 'business' corridor.	6/15/2016 3:01 PM
31	In other parts of the country new retail centers look like town centers with small retail shops laid out in grids and larger box stores in back. Some even incorporate housing along with that. There isn't a lot of developable land there so not sure that could work	6/15/2016 2:28 PM
32	As mentioned above, the internet is not only making a library as we know it a thing of the past, so it is also affecting retail sales. To avoid the resemblance to many Florida Malls that have failed, we should figure a way to use the internet growth to our advantage. In the Mall area this means we should establish a strong internet service for internet-related businesses and maybe give tax breaks to start-ups. The internet business generally hires young people and pays well - just the type of residents we would like to change the demographic population bias towards the elderly we now have.	6/15/2016 8:34 AM
33	Ideally, less asphalt around Spruce Creek, and more green space.	6/15/2016 8:30 AM
34	The new shopping center in MA is a good system. It incorporates retail, recreational, and community elements instead of just retail.	6/15/2016 12:14 AM
35	Change zoning to allow mixed use - specifically affordable housing for technically skilled workers	6/14/2016 10:36 PM
36	The town needs more fields for children and their sports, we don't need stores that don't pay taxes.	6/14/2016 9:43 PM
37	Not sure but I would not be sad to see the outlets go. With a 5.5% sales tax it is little wonder the stores are closing. With spruce creek right there, getting more stores like the Trading post would be great. The area is not walking friendly and the building are awful. Look at Freeport then look at Kittery. Huge difference.	6/14/2016 9:13 PM
38	It is unclear what area of town you mean? The Outlets? He Foreside is very vibrant...but we need a redevelopment plan Malls.	6/14/2016 4:32 PM
39	Maybe some "pocket parks" to make it a more pleasant experience for shoppers and making it look more attractive.	6/14/2016 8:29 AM
40	This may seem incongruous, but that given that the decline in demand for brick and mortar retail assets will continue, why not incent the development of enterprise zones within the Kittery outlet area for "clean" startup/incubator like business space as has been done in urban areas such Detroit whose downtown area planning efforts have spawned a number of new business development. Sounds far fetched, but nationally, some very creative "shopping center" reuse strategies have taken root. Think of it as in terms of creating "button factories" (ref. Portsmouth's Button Factory) for businesses.	6/14/2016 7:39 AM
41	A walkable experience through replicated historic structures and shops and an area for farmers market items throughout the year, fish markets, artist space, etc...	6/13/2016 12:58 PM

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Q7 ROUTE 1 CORRIDOR The Mixed Use Zone north of the outlet malls has not seen much development in the last ten years. The new Sarah Long bridge will bring new opportunities and challenges to the Route 1 corridor. What kind of development do you think is most appropriate for the future along the Town's major commercial spine, specifically along Route 1 in the area from Haley Road to the York line?

Answered: 37 Skipped: 9

#	Responses	Date
1	Smart development of mixed retail/residential with a focus on growing our tax base!	6/28/2016 10:29 AM
2	same as what's there b/c you can't make it 'charming'. stores/restaurants, etc. bring the visitors so they bring their money to town.	6/28/2016 9:54 AM
3	Isn't it obvious when reading the above question? Malls are losing money and relevancy. There should also be some kind of obvious difference when you leave one state and enter another. Right now, Route 1 in Mass, like the Peabody area, looks pretty much like Route 1 in Kittery. Soo wrong. I think no new development is necessary, there should be areas along Route 1 where people realize they are not in Mass anymore, they might even see a tree! Otherwise, why would they continue to come here. Maine is known for its beautiful nature and wildlife, not strip malls. Plus I have never seen full parking lots at all those motels along the bypass. And on a personal note, before we moved here 13 yrs ago and came up a few times a year, we never got off 95 before the York or Wells exit, if we wanted to shop at outlet stores, we did it at home. Maine is for beauty and nature.	6/24/2016 3:54 PM
4	The traffic will be increased so there road would have to be widened if there is to be further development on this area.	6/24/2016 11:58 AM
5	I don't understand how a new bridge would impact the area any more than the old bridge but I don't really feel that area needs to be revitalized or developed in any way	6/24/2016 10:56 AM
6	No more development!	6/23/2016 6:42 PM
7	Stop calling it the bypass and make it more accessible and less highway like. Pedestrian and bikes should get priority and that sets the infrastructure for work force housing	6/23/2016 5:35 PM
8	Not sure on this matter	6/23/2016 4:39 PM
9	General commercial [not shopping].	6/23/2016 4:27 PM
10	Anything but big box stores	6/23/2016 4:09 PM
11	Same as above.	6/23/2016 2:14 PM
12	Again, I don't know this area well, but it seems to be an extension of the sprawl problem. As long as we envision big-box-driven development happening along strips of road instead of smaller businesses in town centers, separated by green spaces that support a range of outdoor activities, we will have a number of substantial problems. If that area isn't developing quickly, maybe we should designate some green space while we can. Do we have to build everywhere? There are some pleasant, rural areas there that are disappearing as development sprawls along route 1. If we maintain the mall area as high density, but more mixed use and hopefully more walkable in the future, then can the more northern extent be more open space? Part of the idea of having dense areas is to relieve pressure on less-built areas. Again, low-impact development of outdoor recreation options would be great – trails, maybe a community garden, anything to get people thinking about alternatives to the status quo. We know that easy-access trails raise real estate values.	6/23/2016 10:04 AM
13	Taxable businesses	6/22/2016 2:17 PM
14	Out of focus. Let developers do their thing. It's time to focus on... "What is downtown Kittery and how to you get there and around it".	6/21/2016 8:29 PM

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15	This area should retain its rural setting and not have any additional strip malls. A site should be identified for a small business incubator with entrepreneurial focus to innovative manufacturing.	6/21/2016 2:31 PM
16	The town needs to think about the areas that are currently developed before destroying more natural areas.	6/21/2016 6:29 AM
17	Same as how malls could be redeveloped, into mixed use. Could also be specialized recreation like outdoor sports, adventure sports, and competitive field space.	6/20/2016 9:56 AM
18	Use some of it to build affordable housing for the middle to low income mentioned below.	6/19/2016 9:29 AM
19	Not in support of any development that tears down all the beautiful trees. Not in support of over development just for developments sake. I moved away from the North shore in Massachusetts because of this, just industrial strips everywhere and cars and exhaust. Lets not over develop and remove the forests.	6/17/2016 1:50 PM
20	Retail, residential and a grocery store.	6/16/2016 9:10 PM
21	I think its to crowded now how about more green spaces	6/16/2016 5:40 PM
22	Provide reasonable zoning and let the marketplace determine that.	6/16/2016 11:10 AM
23	More affordable apartment complexes.	6/16/2016 7:24 AM
24	Can we avoid big box stores with huge parking lots in front of them. I'd hate to see a strip like willow st in Manchester	6/15/2016 6:07 PM
25	small shops and businesses	6/15/2016 3:29 PM
26	Business park area, (like Pease), sports complex for Kittery.	6/15/2016 3:01 PM
27	The concept of small villages mentioned above may work better in that area as there is more land available.	6/15/2016 2:28 PM
28	I'm not in favor of planning, per se, because change occurs from unanticipated sources - i.e., the internet in the past ten years. Planning thus often heads in the wrong direction, witness so many government programs that have failed at large expense. Let the market place bring ideas as they are developed and then react to them either positively or negatively.	6/15/2016 8:34 AM
29	The area is known as a "dead zone." I think the mixed use is appropriate and it will grow over time. There is a nice diversity now, with Pigs Fly and the Safe Flight climbing place.	6/15/2016 8:30 AM
30	I am not qualified to answer this question.	6/15/2016 12:14 AM
31	Change the minimum lot size zoning - seek input from Tom Emerson who has a breadth of knowledge on these evolving issues - he serves on the Planning Board and Economic Development Committee	6/14/2016 10:36 PM
32	Fields	6/14/2016 9:43 PM
33	Like it the way it is	6/14/2016 9:13 PM
34	Mixed use.	6/14/2016 4:32 PM
35	Commercial use with high-density residential.	6/14/2016 8:29 AM
36	I am not resistant to development in general, but please, no more retail development north of Haley Road particularly given the emerging decline of retail assets both nationally and locally. I would not permit further development of restaurants either.	6/14/2016 7:39 AM
37	No development. Keep new development in the area around the outlets.	6/13/2016 12:58 PM

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Q8 HOUSING DIVERSITY Housing prices, both ownership and rental, have been steadily increasing over time. The rise in cost is squeezing the lower- and middle-income households in Kittery and creating challenges with housing affordability. What should the Town do to support housing that is affordable to lower and middle-income households? Where are appropriate locations to encourage new housing development to support this goal?

Answered: 35 Skipped: 11

#	Responses	Date
1	See my comments to 7 and 8 above.	6/28/2016 10:29 AM
2	Any place you have existing construction that is not being used.	6/24/2016 3:54 PM
3	I don't think Kittery needs a project like they have in Dover if that's what this means. This is a tough question. If you can't afford a house then you don't get to have one. If you cant afford to go to the county fair, you stay home. Everybody doesn't deserve a house however everyone deserves a place to live. I wouldn't mind a few more places kind of like that apartment building on 236 near Gagne brick... but no projects	6/24/2016 10:56 AM
4	Tax breaks? I just do not know.	6/23/2016 6:42 PM
5	Incentivize its development through tax incentives. Outlets, Rt 1 corridor and the water district lot.	6/23/2016 5:35 PM
6	We need to keep kittery alive and young people need to be able to afford to live here	6/23/2016 4:39 PM
7	Every "becoming upscale" local has this issue. Check out what is going on with our neighbors. Rt, 236 and Rt 103 toward York are marginally developed ...	6/23/2016 4:27 PM
8	Any chance in working with the govt on anything available in admiralty village? Or perhaps that route 1 corridor can be developed for affordable housing?	6/23/2016 4:09 PM
9	Route 1 corridor from Putleys to York.	6/23/2016 2:14 PM
10	Closer to the Foreside would be best. Lower the property taxes for landlords that offer lower rents for people of lower income. We have to leave Kittery and move to Dover, NH because it is cheaper. Encourage landlords not to ban dogs. That is a very big barrier.	6/23/2016 1:51 PM
11	Research shows that creation of even high-end housing generally increases overall housing availability, relieves pressure on mid-range tiers, and thereby alleviates upward price forces on all housing. It may make sense to encourage workforce and lower-income housing, but it may also make sense to encourage density in general. Kittery has a lot of very pretty, semi-rural, semi-suburban areas with low-density development, but they aren't fiscally or ecologically sustainable, nor do they encourage strong community ties among residents, because people there don't interact much. They only pass each other in cars, not on the sidewalk. Lower-income people need more dense social support networks. If we can encourage new, small units in/near the high density areas, we can get more housing without sacrificing open spaces, boost the overall supply, and keep prices down somewhat. The one caveat might be that really high end luxury development might attract people from out of town instead of housing local people, so I am not thinking of condos with boat slips. On the other hand, I think a community land trust would be neat, especially if it could target arts-oriented residents, such as with studio space. This could be both a lower/middle income housing option and an economic boost, since we know from many other cases (Portsmouth, Portland, Providence, etc.) that where art and artists become permanent fixtures, other businesses and wealth follow.	6/23/2016 10:04 AM
12	Route one Corridor or mall areas	6/22/2016 2:17 PM
13	North part of route 1 and west of 95.	6/21/2016 8:29 PM

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14	The Town should undertake an energy efficiency program with CMP to make sure all homes and businesses are properly insulated and energy efficiency. Small loans can be provided for remediation work and paid back through the utility bill. By making the housing more efficient lowers the living costs. Affordable housing along Route 1 from the river north to the traffic circle would allow residents to walk to local stores and the library.	6/21/2016 2:31 PM
15	By the looks of what the town has done so far, the answer to the ever expanding housing market has already been answered.	6/21/2016 6:29 AM
16	where? throughout the town, don't make another "admiralty village," support a real number small mult-family dwellings, townhouse style, keep the square footages down to make them affordable and practical for low and middle income people.	6/20/2016 3:56 PM
17	A key piece of development is also balancing resource protection. There is no need for our wetland bylaw to be so restrictive. It does not automatically protect wetlands, it is a tool to prevent development. This should be changed.	6/20/2016 9:56 AM
18	Not sure.	6/17/2016 1:50 PM
19	Mix of housing and retail on the route one corridor	6/16/2016 9:10 PM
20	stop development. cut taxes. give property owners over 65 a break they don't have children in school and use few resources. let them live in their homes without worrying about being taxed out.	6/16/2016 5:40 PM
21	STOP DEVELOPING! Why is everyone pushing so much development and growth in Kittery? Who is really benefiting? NOT the resident its only good for the developers and business owners who more often then not don't even live in Kittery,. While our taxes keep getting increased and property values continue to go up to support these developments, it gets harder for families to afford it here. We don't need new housing development we need to conserve our land, and do a better job of controlling our budget. The town council and town employees need to seek funding from grant and fundraising for the towns various projects BEFORE putting the burden of the bill on the tax payers.	6/16/2016 2:58 PM
22	tax incentives seem to be the only thing the town could do to promote this housing. The water district is sure the perfect spot for a mid-size, affordable, affordable housing and shopping complex	6/16/2016 11:10 AM
23	See #8 above.	6/16/2016 7:24 AM
24	not sure	6/15/2016 3:29 PM
25	micro housing, route 1 corridor	6/15/2016 3:01 PM
26	Density bonuses for affordable housing is a good place to start. Again, I think the area north of the malls may be suitable although better highway access would help. I think there is a perception that the town is hostile to new development, particularly affordable. I was involved in the Woodland Commons project on Rt 1 and there was a lot of opposition to that.	6/15/2016 2:28 PM
27	Most municipal housing projects become failures - centers for crime, welfare misuse, poor education,etc. - the secret then is not to provide housing but to support it, if necessary. Other municipalities have developed ingenious methods of doing this. Let's look into how they might be applied here. Where? How about the Rte 1 corridor?	6/15/2016 8:34 AM
28	When I look at real estate, it seems like there is a good variety of housing options now. However, properties in the Village could be spruced up so they are more attractive to middle-income home buyers.	6/15/2016 8:30 AM
29	Land is hard to come by, but affordable housing should be made available.	6/15/2016 12:14 AM
30	Route 1 Bypass, the malls on Route 1 north to the York line	6/14/2016 10:36 PM
31	Put a limit on building size. Stop allowing people from out of town to come here and tear down houses and build to lot max. Kittery is losing its small town coastal feel. Long time residents are being driven out. Kittery needs to just say no and fight to keep Kittery a small town	6/14/2016 9:13 PM
32	Give incentives to landlords who maintain affordable housing stock. Incentivize workforce housing development. Encourage density where appropriate... Be mindful of sprawl. Kids should be able to walk to school and to after school activities.	6/14/2016 4:32 PM
33	I like the idea of a mixed-income tiny house park in walking distance from State Rd near Govt St.	6/14/2016 8:29 AM
34	Creating land use regulations which incent the building of affordable housing is imperative. The out migration of young adults/families for lack of affordable housing bodes very badly for the future community vitality of Kittery. We must promote affordable housing with due sensitivity to preserving adequate open space and mitigating environmental impacts. It's a balancing act for sure. Change is inevitable. With enlightened land use regulation, future land use can be managed appropriately.	6/14/2016 7:39 AM
35	Provide opportunities to refurbish older homes. See number 1.	6/13/2016 12:58 PM

Kittery Comprehensive Plan Survey

Q9 BIKE FACILITIES We have heard from many residents that they would like improved and increased opportunities or bicycling. Where would you most like to see the Town provide accommodations for bicyclists including wide shoulders, shared lanes, bike lanes and separated bike paths?

Answered: 37 Skipped: 9

#	Responses	Date
1	This is a challenge as the most desirable biking route is 103 along the water... which is also the most dangerous route due to no shoulder. That said, there is no space to expand the shoulder in most locations. Maybe painting a bike lane along 103 would at least help?	6/28/2016 10:29 AM
2	Route 103 is deadly. Start there. Model it after Bristol, RI that has a gorgeous bike path, paved, safe, used by walkers, runners, etc. again, brings people and residents to town.	6/28/2016 9:54 AM
3	Anywhere but 103.	6/24/2016 3:54 PM
4	The route along 103 needs a bike path/shoulder for safety. It is a very popular bike/running route and with increased traffic very dangerous	6/24/2016 11:58 AM
5	103 and 101	6/24/2016 10:56 AM
6	Route 103....it is a popular bike route and is dangerous.	6/23/2016 6:42 PM
7	Foreside, Rt 1, 103	6/23/2016 5:35 PM
8	No bike people do not respect the road way	6/23/2016 4:39 PM
9	On some secondary roads, Rt 103, etc.	6/23/2016 4:27 PM
10	103 is a nightmare when cyclists are on it. Not sure how to improve it as there isn't much room!	6/23/2016 4:09 PM
11	103 -- it's a serious hazard!!	6/23/2016 2:14 PM
12	They can share the road as long as they held to the same standards as drivers and are sited for running red lights and ignoring stop signs and rights of way. It is out of control over by the Memorial Bridge and Government Street.	6/23/2016 1:51 PM
13	We first need good, safe, well-protected biking routes across/between the Memorial and Sarah Long Bridges, downtown Kittery, the high school, the community center, then extending outward in all directions. The high-density areas are most likely to be used by people who wish to bypass traffic, don't have cars, and have more in-town lifestyles that are amenable to transit alternatives. They are also most likely to be used by tourists from Portsmouth who would spend money in Kittery. We would also be getting more cars off the road, which is good for traffic inconveniences, for safety, for air quality, and to slow climate change. It would be great if high school kids had better biking options, at least those who live close by or might remain in the downtown area for a while after school. So many teens are happiest and most invested in their surroundings if they don't have to rely on parents for car rides. Anything to get the shipyard commuters out of cars and onto bikes would be great, to lessen that traffic, and I believe their leadership is supportive of it.	6/23/2016 10:04 AM
14	Dedicated roadway paths do nothing but encourage less experienced people to take their kids for a ride on the traffic circle. A bad idea all the way around and will yet again raise taxes. It should be proposed to the people that want more athletic fields and bike paths that if they want these items, they need to raise money and pay for them themselves. This will make the "wants" understand the real "needs" of our town.	6/22/2016 2:17 PM
15	SLOW DOWN TRAFFIC! The speed of traffic in general in town is amazing and I literally have never seen speed traps or any attempt to bring it down. But... I have seen several people just about die. When the shipyard gets out - it is INSANE! Out of towners take their lives into their own hands - if on a bike, it is extremely dangerous!! Slow Down Traffic. Time for Police to do their job and build a revenue stream for those who "need" to speed.	6/21/2016 8:29 PM
16	Kittery should join the Complete Streets program. With newly paved Route 103, bike lanes should be painted and the vehicle lanes reduced in size to both control traffic speed but also biker safety.	6/21/2016 2:31 PM

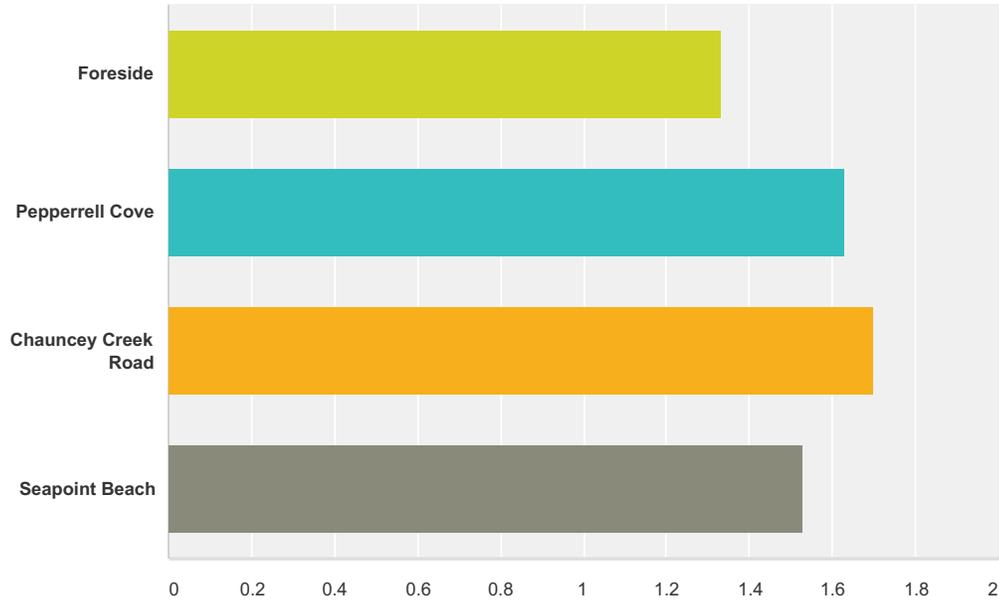
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17	A separated bike path would be a great commodity for those desiring a cycling activity. It would also decrease the need to clog up many of the roads, and create a safe location for the activity to be preformed	6/21/2016 6:29 AM
18	nowhere. Bikers are loud and demanding, but there are only a couple hundred of them in our town who use their bikes regularly. Use this time and effort to develop spaces for walking, sidewalks and walking paths. Everyone walks, not everyone bikes.	6/20/2016 3:56 PM
19	Haley, Route 1 from York to SML bridge, Dennett to Foreside, Rogers to Foreside, THE TRAFFIC CIRCLE!	6/20/2016 9:56 AM
20	I don't see this as an issue.	6/19/2016 9:29 AM
21	Wide shoulders, shared lanes, bike lanes, bike PATHS absolutely! More bike racks too. "Share the road" signs and "slow" signs in more dangerous areas.	6/17/2016 1:50 PM
22	Bike lanes, share the road emblems and bike racks all over town.	6/16/2016 9:10 PM
23	noplace	6/16/2016 5:40 PM
24	There would be a definite increase in safety and convenience if there were to be contiguous bike path from Memorial Bridge to the York line.	6/16/2016 11:10 AM
25	Route 236, and 103--Kittery to York, and the Kittery Point beaches.	6/16/2016 7:24 AM
26	Everywhere! Alternative transportation will attract the next generation. Think about how unsafe granite curbs are. I heard the town owns the right to put up "share the road" sign and paint this on the roads. Can we do this? Especially in heavy bike areas like 103. May also make it safer for pedestrians to walk. How about changing the speed limit on 103 to 25mph like every other neighbourhood in town.	6/15/2016 6:07 PM
27	along 103	6/15/2016 3:29 PM
28	Foreside to the beaches, traffic circle to foreside, f	6/15/2016 3:01 PM
29	Whipple road	6/15/2016 2:59 PM
30	Rt 103 would be ideal if you could find the space	6/15/2016 2:28 PM
31	Not just biking but walking also. Rte 103 is the most attractive route for biking pleasure and could use sidewalks and bike paths with minimal expansion of the roadway.	6/15/2016 8:34 AM
32	I would start with wide shoulders and better placement of storm drains. Many are akin to potholes in the road and cyclists need to go around them, and into the road.	6/15/2016 8:30 AM
33	Route 103 is one of the best roads for biking, but is also one of the most dangerous in the area. We need at least a shoulder to ride on.	6/15/2016 12:14 AM
34	Although I am an avid cyclist who has crossed the United States on bicycle in the summer of 2014, given the low population density, the seasons and snow fall, hate cost of separate bike paths is impractical and unaffordable for the total of Kittery's population. "Share the Road" signage available from the Maine DOT should be installed and bike lanes painted on all Kittery roadways with strict reinforcement by the KPD. Cyclists of all ages should be required to attend bicycle safety courses to learn how to behave properly and safely while riding. Maine Bike Coalition could be a great help	6/14/2016 10:36 PM
35	The downtown corridor makes some minor accommodations to bicyclists but more could be done. We should think about multi-modal options...be it biking or walking. Many parts o Kittery do not have adequate sidewalks or crosswalks. We also need better options for recreational biking out to Fort Foster and Seapoint.	6/14/2016 4:32 PM
36	Beginning at the Post Office, and including the town landing, Seapoint, and Ft Foster.	6/14/2016 8:29 AM
37	Yes. Though I am not a biker, I believe that the town has done a deplorable job at insuring the safety of bikers Need I mention Rt 103 from Gate 2 to the York tow line. If there were any low hanging fruit to be picked in the economic development arena, it would be the creation of a safe biking infrastructure around and near Kittery's "special places" whether they be natural or commercial.	6/14/2016 7:39 AM

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Q10 NEED FOR PARKING AT VARIOUS LOCATIONS
As areas become more popular, some people have noted a need for more parking in various locations in Kittery. Do you think there is a need for additional parking in the following parts of Town?

Answered: 44 Skipped: 2



	Yes	No	Total	Weighted Average
Foreside	67.44% 29	32.56% 14	43	1.33
Pepperrell Cove	37.14% 13	62.86% 22	35	1.63
Chauncey Creek Road	29.73% 11	70.27% 26	37	1.70
Seapoint Beach	47.37% 18	52.63% 20	38	1.53

#	Comments for "Foreside"	Date
1	The Foreside has developed into a great downtown area, and certainly parking is tough. That said, I would not be in favor of expanding parking in the Foreside. Limited parking encourages residents to walk or bike!	6/28/2016 10:29 AM
2	duh	6/28/2016 9:54 AM
3	Encourage people who are employed in the area to park cars outside of fore side	6/24/2016 11:58 AM
4	I don't go down there much. It's overpriced	6/24/2016 10:56 AM
5	The problem is greatly exaggerated as folks only need to go a block or two away to find parking.	6/23/2016 5:35 PM

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6	We want to be promoting alternatives to automobiles, not inviting more of them. Research shows that parking is a low-revenue use of public property. Other uses better stimulate the economy.	6/23/2016 10:04 AM
7	Build Parking Garage where Public Works is located. However... you will need to monitor it or shipyard workers will park all day there. It is close to Portsmouth, Route 1 and Foreside.	6/21/2016 8:29 PM
8	A lot should be found a block or 2 from Foreside to remove some of the direct traffic	6/21/2016 2:31 PM
9	Do so without a garage please. We do not want to become Portsmouth	6/20/2016 9:56 AM
10	Yes but not sure where or how.. without creating an unsightly garage or unnecessary development..	6/17/2016 1:50 PM
11	Too much time focusing on an are that is already too dense. The residents already must accommodate retail without appropriate parking. The shipyard gate. A one way street, etc. If there must be parking variances made for business' to exist perhaps there are enough.	6/16/2016 11:10 AM
12	Remote parking with a shuttle bus. Keep town pedestrian safe	6/15/2016 6:07 PM
13	It does get hard to find spaces during peak times, but there are always spaces available	6/15/2016 4:31 PM
14	The Foreside is becoming a popular restaurant center. The Library grounds are often vacant or leased to the Navy Yard. Use that property as a garage for parking.	6/15/2016 8:34 AM
15	My answers is more of a "maybe" -- parking is a problem only at peak times, and I have never NOT found a spot. If area businesses lend their lots during peak evening hours, as many do, it seems to work. There are often spots a quarter-mile down the road.	6/15/2016 8:30 AM
16	designated parking areas that assure residents of parking spaces in the evening (Residents Only from 5:00 PM- 7:00 AM) yet be available for anyone at other times. Issue residents parking stickers like they do in Boston neighborhoods	6/14/2016 10:36 PM
17	In order to keep the foreside "quaint" it is fine just the way it is	6/14/2016 9:43 PM
18	Or, better use of what we have by redesign.	6/14/2016 4:32 PM
19	I've always lamented that the town did not purchase the land upon which the York Hospital satellite facility sits	6/14/2016 7:39 AM
#	Comments for "Pepperrell Cove"	Date
1	not yet but if that wretched restaurant ever gets done in an upscale way there will be	6/28/2016 9:54 AM
2	These are private business issues	6/23/2016 5:35 PM
3	Yes, if Kittery residence don't pay but non-residence do.	6/21/2016 2:31 PM
4	But this is not a huge need	6/20/2016 9:56 AM
5	This is a residential area that is very compact.	6/16/2016 9:10 PM
6	Get rid of the 1 hour parking limit	6/15/2016 2:28 PM
7	Be careful what you wish for.	6/15/2016 8:54 AM
8	Lack of sewage for restaurant expansion and a poor harbor of refuge suggest that the Pepperrell Cove area is unlikely to develop further and more parking is thus not needed.	6/15/2016 8:34 AM
9	I am not familiar with the situation there.	6/15/2016 8:30 AM
10	continue to divide parts of the parking lot for residents and non-residents with the existing restrictions	6/14/2016 10:36 PM
11	If the town were to purchase the existing parking area adjacent to the post office and across the road from Frisbee's store, future needs could be met. This said, it's difficult to believe that future parking will be needed. Given sea rise and forecasted storm surge futues, it is very difficult to image that the town docks and commercial assets at Pepperrell Cove merit any town investments in additional parking.	6/14/2016 7:39 AM
#	Comments for "Chauncey Creek Road"	Date
1	bad zoning. feel bad for people who live on that road	6/28/2016 9:54 AM
2	Too much traffic already!	6/24/2016 11:58 AM
3	The lobster pier area is a nightmare	6/24/2016 10:56 AM
4	These are private business issues	6/23/2016 5:35 PM
5	Only at the nature trail and kayak put in.	6/21/2016 2:31 PM
6	the restaurant creates a dangerouse road. they should have parking for their customers that is their problem not the towns.	6/16/2016 5:40 PM

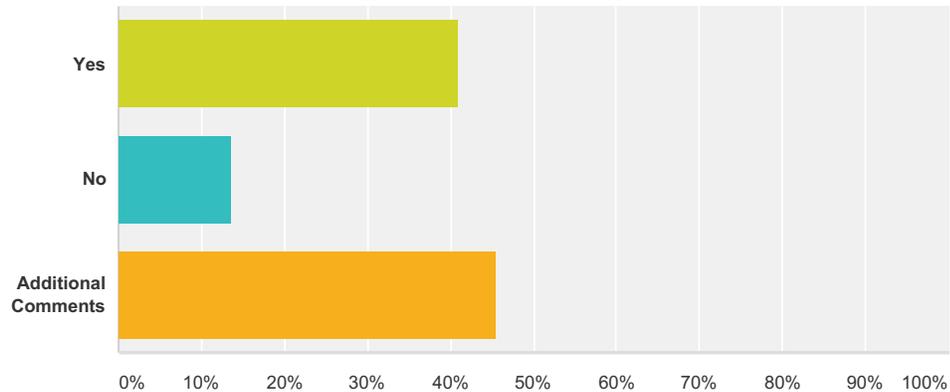
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7	For what, where? Is this for the Lobster Pound? Is there access to the Creek. Is this the tight curve area?	6/16/2016 11:10 AM
8	The Chauncey Creek parking problem is due to a private business, something the town should regulate and not support. Other than the business, there is really no reason for more parking.	6/15/2016 8:34 AM
9	A seasonal situation that seems to be managed.	6/15/2016 8:30 AM
10	continue the existing restrictions	6/14/2016 10:36 PM
11	But where?	6/14/2016 9:43 PM
12	Add no more parking. The cogestion around Chauncy Creek Lobster is a testament to historic, agrregeous town oversight of this business. It's deplorable.	6/14/2016 7:39 AM
#	Comments for "Seapoint Beach"	Date
1	If people want beach parking, they can go to Ft. Foster!	6/28/2016 10:29 AM
2	make it resident only. increase cost of Ft. Foster to non-residents, make it revenue generating.	6/28/2016 9:54 AM
3	the road is very narrow currently and there are many pedestrians and people driving too quickly. If you add more parking it will be even more crowded and dangerous . The beach is also a fragile ecosystem and cannot take to much more wear. Out of staters think nothing of taking an illegal parking and spending the day at the beach for the price of a parking ticket	6/24/2016 11:58 AM
4	I'd start by keeping those that shouldn't park there out of there	6/24/2016 10:56 AM
5	See above. Narrow minded and selfish to not figure out a method to allow visitors to enjoy, even if they need to pay an hourly rate	6/23/2016 5:35 PM
6	Be nice if sea point were enforced more... Several times I've had no parking win there are clearly out of state plates there with no stickers	6/23/2016 4:09 PM
7	Environmentally sensitive area -- need to think about limiting non-resident access.	6/23/2016 2:14 PM
8	for town residents only	6/22/2016 2:17 PM
9	Only for residences. This is one of Kittery's citizens greatest asset and it needs to not be overwhelmed by those who are not regulars.	6/21/2016 2:31 PM
10	Not sure how to increase parking here, there really is no where to park though unless you walk or bike or are dropped off.	6/17/2016 1:50 PM
11	Absolutely not. The beach's ecosystem can not handle more two or four legged visitors	6/16/2016 9:10 PM
12	Too sensitive a location to allow more human impact.	6/16/2016 11:10 AM
13	At least make the parking wide enough to turn a car around without interffering with other cars.	6/15/2016 8:34 AM
14	Again, it can be busy, but I have never not found a spot.	6/15/2016 8:30 AM
15	Keep it rustic.	6/15/2016 12:14 AM
16	no comments	6/14/2016 10:36 PM
17	No more parking.	6/14/2016 7:39 AM

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Q11 TRANSITThe Kittery Community Center has vans used for field trips for seniors and also owns a small bus for adult trips (18 years and older). There used to be a shuttle bus service that operated on Route 103 that hasn't operated for a few years now. Some residents have asked for more public transportation opportunities for teens, seniors and others wanting an alternative to automobile travel.Would you like to see a public shuttle bus service in Kittery?

Answered: 44 Skipped: 2



Answer Choices	Responses
Yes	40.91% 18
No	13.64% 6
Additional Comments	45.45% 20
Total	44

#	Additional Comments	Date
1	I can't imagine there would be much demand for this. Although, maybe in the summer, an hourly shuttle from the Community Center to the Foreside to Seapoint/Ft. Foster would be used?	6/28/2016 10:29 AM
2	Shipyard shuttles. WAY TOO MANY SHIPYARD VEHICLES. Ruins our town. Traffic is atrocious and nobody is doing anything about it.	6/28/2016 9:54 AM
3	Or a boat shuttle.	6/24/2016 3:54 PM
4	How do I get to go over near the bridge leading into downtown Portsmouth as well so it would be convenient to pick up the coast bus line	6/24/2016 10:56 AM
5	I can't say I'd use it but if there is enough interest from others than maybe	6/23/2016 4:09 PM
6	Could really help with Foreside parking	6/23/2016 2:14 PM
7	Meet with COAST or Wildcat Transit. They might be able to work something out.	6/23/2016 1:51 PM

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8	I would be thrilled to see any kind of public transit anywhere the usage would be sufficient to support it!!!! I think it is just a question of calculated risk – figuring out where we can get enough riders for it to succeed. We want any public transit effort to work well, so that the next one will be easier to attempt.	6/23/2016 10:04 AM
9	Seasonal ridership is an issue. Even Portsmouth struggles with this. Must be self-supporting, no new taxes.	6/22/2016 2:17 PM
10	Only if viable routes are determined and the service used.	6/21/2016 2:31 PM
11	a shuttle bus service is definity something to be discussed for the near future	6/21/2016 6:29 AM
12	not at taxpayers expense	6/16/2016 5:40 PM
13	not paid for by taxpayers. I am sympathetic for, and interested in public transportation. But as taxpayers we can't afford it, it must be a third party.	6/16/2016 11:10 AM
14	Can we become part of the COAST bus service?	6/16/2016 7:24 AM
15	Yes, but doubtful it would be financially feasible	6/15/2016 2:28 PM
16	In most small municipalities public bus service doesn't pay for itself. The thought of "training" people to use public transportation in a semi-rural location is unrealistic.	6/15/2016 8:34 AM
17	A good idea but I suspect it wouldn't get much use.	6/15/2016 8:30 AM
18	yes,but the costs need to be offset in part if not completely by those benefiting from the service if there are no grants or assistance from the State or Feds	6/14/2016 10:36 PM
19	I would like those vehicles used for trips for our pre-teen population. They need activities and directors to keep them occupied and on track. Without guidance and mentor types kids usually find trouble	6/14/2016 9:43 PM
20	Yes, the forecast percent of the "over 65" population group residents in Kittery will continue to growing. A transporation strategy and investment is merited. If this is at the expense of the school budget, so be it	6/14/2016 7:39 AM

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Q12 WATER QUALITY Water quality in places such as Spruce Creek is affected by point and non-point pollution (surface runoff), which has led to restrictions on shellfishing. Increases in development in the Spruce Creek watershed may lead to further reductions in water quality. What actions should be taken to improve water quality in Kittery?

Answered: 32 Skipped: 14

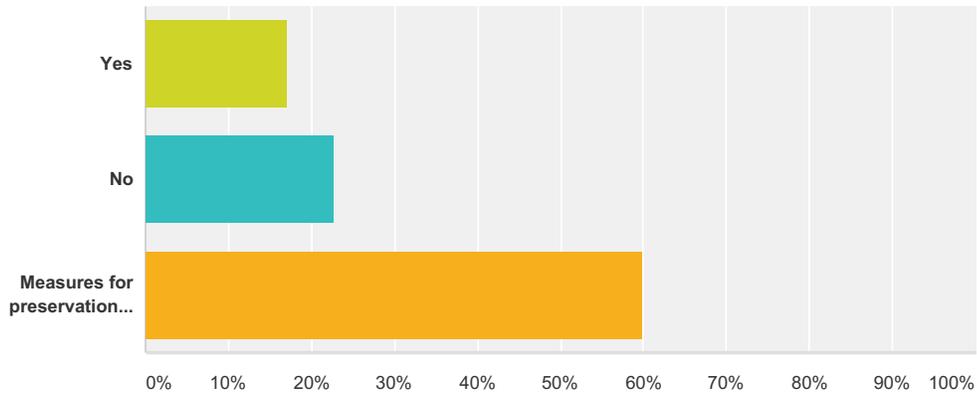
#	Responses	Date
1	Not sure much can be done beyond public education, and public landscaping projects in affected areas?	6/28/2016 10:29 AM
2	monitor water better. hold homeowners accountable for poor septic, etc.	6/28/2016 9:54 AM
3	That is precisely why there should be no new development around Spruce Creek. Residents who make their living on shellfishing would almost certainly agree with that. You have to choose who you are protecting, the tax payers of Kittery or the tourists who want to shop. Once you ruin watersheds, you can't go back.	6/24/2016 3:54 PM
4	Town should consult with experts on protecting water.	6/24/2016 11:58 AM
5	I'm no scientist. I just don't want it to cost an arm and a leg whatever it is and sadly things of this nature are extremely overpriced	6/24/2016 10:56 AM
6	Restrict size of lots....like on Gerrish Island, so the land is not under pressure. Create zones of no chemical use on properties. In fact, looking into restricting use of dangerous chemical town wide could be considered.	6/23/2016 6:42 PM
7	Continue whatever mitigation is in place and restrict the septics and chemicals that enter the watershed	6/23/2016 5:35 PM
8	Not sure	6/23/2016 4:39 PM
9	Prohibit both forms of pollution.	6/23/2016 4:27 PM
10	All development must be clean and green!	6/23/2016 2:14 PM
11	There are many things that new and existing developments can do to prevent non-point source pollution – some old technologies, some new. We are squandering our resource heritage and it will only get worse if we do nothing. We need a focused group to work on this and provide a workable list of options and find the funds for educational outreach and possibly options for ordinances or incentives. There are agencies and environmental groups around the state and country that already have lists and workshops on low-impact development ready to share. I am guessing there is federal money available. Some initial leads are at: https://www.epa.gov/polluted-runoff-nonpoint-source-pollution/urban-runoff-low-impact-development https://www.epa.gov/polluted-runoff-nonpoint-source-pollution/nonpoint-source-what-you-can-do So we don't need to reinvent the wheel. We just need to muster the political momentum. The sooner we do the research, outreach, public participation, and education around these issues, the easier it will be to slow or reverse the increasing problems. Kittery has beautiful shoreline. It is a tremendous asset. We need to protect it, for all kinds of reasons, economic, aesthetic, quality of life, etc. Many of the options cost a little bit in the short run (permeable pavements, gravel rather than paving, landscaping to slow/filter runoff, laying out any necessary hard surfaces to not channel water directly toward the shoreline, bioswales instead of hard-engineered stormwater drainage), but in the long run, some are actually cheaper. The long term cost of maintaining pavement is substantial. People pave just because they haven't fully considered the alternatives and we make it the easiest and most obvious option for them. It doesn't need to be that way. It takes some education, some tweaking of local ordinances, and some (patient) follow-up enforcement.	6/23/2016 10:04 AM
12	Mandatory test of septic systems in those areas to identify failed systems, then strict enforcement to remedy by homeowner.	6/22/2016 2:17 PM
13	Reasonable limits on fertilizers, pesticides and herbicides. Septic inspections to stop leakage. Some dredging to improve water flow	6/21/2016 2:31 PM

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14	The completion of the original plan on bringing the waste water plumbing out to areas that were tested in the first place. There should also be a team to monitor and police the activities in the area to prevent any deliberate or non - deliberate dumping in the areas	6/21/2016 6:29 AM
15	Continue on current path. Look at actual improvements vs. demonstration projects. Realize that major non-point is septic, in which sewer extensions cannot be trusted to Sewer Department and Kleinfelder alone, obv.	6/20/2016 9:56 AM
16	Town sewer and remove old septic tanks and hold homeowners accountable for maintaining their septic.	6/19/2016 9:29 AM
17	not sure	6/17/2016 1:50 PM
18	Support the efforts of all grants to keep spruce creek clean. This water body is the watershed for over 50% of the land in kittery	6/16/2016 9:10 PM
19	STOP DEVELOPMENT	6/16/2016 5:40 PM
20	STOP DEVELOPING! SAVE OUR LAND! There must be restriction put on developing if it is causing this pollution . Our town was built by fisherman now they are all having to move away because they either cant afford it, the dock are being used by people using them for recreation or pollution is affecting the industry. Lets not forget who we are and where we came from. The goal should be to accommodate the residents of kittery not the rich folk who want a waterfront vacation home to use 2 week out of the year.	6/16/2016 2:58 PM
21	The Town of Kittery should be in direct relationship with conservation and industry groups to implement solid guidelines and real enforcement	6/16/2016 11:10 AM
22	I think that Spruce Creek will improve in quality once Portsmouth gets a new water treatment plant. Make sure that septic tanks are pumped regularly.	6/16/2016 7:24 AM
23	Do existing regulation cover it? Are they enforced?	6/15/2016 6:07 PM
24	getting rid of magnesium and iron	6/15/2016 3:29 PM
25	Point pollution can be solved by recognizing the source point and restricting it. Non-point (or area point) pollution must first be identified and assessed for its potential. I don't know if this has been done but the problem is wide-spread and depending on the source, solutions have been found that we could emulate.	6/15/2016 8:34 AM
26	Pull up some pavement at the malls.	6/15/2016 8:30 AM
27	Better filtering of heavy particulates and notification of pipe flushing operations.	6/15/2016 12:14 AM
28	Restrict / prohibit the application of lawn fertilizers on those properties where surface water runoff can go to estuaries, the ocean, or fresh water bodies that drain to the estuaries and ocean. Promote the use and creation of water collection systems from building roofs to be used for gardening and waste water flushing functions	6/14/2016 10:36 PM
29	Get Portsmouth to clean up their act on Pierce Island and Kittery will improve.	6/14/2016 9:13 PM
30	Continue monitoring. Add mandatory rules related to use of fertilizers etc... Fine those who don't follow the rules. We also need to monitor and limit the use of other chemicals and make the changes necessary to keep polluted runoff out of our streams!	6/14/2016 4:32 PM
31	Any actions that are financially reasonable.	6/14/2016 8:29 AM
32	The number of sub-standard septic systems and cesspool in use within a 1000 foot perimeter of Spruce Creek is unacceptable.. I live on lower Haley Road and know of many grossly sub-standard, out of date, septic systems in use. It is no surprise why the health of Spruce Creek is poor. More aggressive state and local action is required immediately.	6/14/2016 7:39 AM

Q13 COMMERCIAL FISHING FLEET
Although reduced in size from previous levels, there is a significant commercial fishing fleet operating in Kittery. In many coastal communities, working ports are under redevelopment pressure. Do you think the working waterfront in Kittery is facing redevelopment pressure? If yes, what measures would you support for its preservation?

Answered: 35 Skipped: 11



Answer Choices	Responses
Yes	17.14% 6
No	22.86% 8
Measures for preservation of working waterfront	60.00% 21
Total	35

#	Measures for preservation of working waterfront	Date
1	I am not aware of any redevelopment pressure so really can't comment.	6/28/2016 10:29 AM
2	preserve it and keep fishing there. big fancy boaters can go to Wentworth Marina across the river.	6/28/2016 9:54 AM
3	Anything the local fishing fleet needs to keep it operational	6/24/2016 3:54 PM
4	I knew Chris Tobey who had a boat moored off the coast of Kittery Foreside and I would hate to see people not be able to do that	6/24/2016 10:56 AM
5	I do not know	6/23/2016 6:42 PM
6	Any that are proposed by people who know better than me	6/23/2016 4:09 PM
7	Don't know	6/23/2016 2:14 PM
8	I would support working waterfront zoning. Other towns have models that could be used. But aside from zoning, there has been state money to preserve working waterfront for some years. Coastal Enterprises Institute (CEI) has worked very successfully with a number of Maine communities on these issues, I think partnering with Maine Sea Grant. Their staff can help if we just contact them. They are both wonderful to work with.	6/23/2016 10:04 AM

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9	All efforts should be made to keep the waterfront viable for both commercial and recreational fishing	6/21/2016 2:31 PM
10	not sure	6/17/2016 1:50 PM
11	Support the fisher people, they were here first	6/16/2016 9:10 PM
12	I am not sure but i would be interested in beining a part of the conversation	6/16/2016 2:58 PM
13	restrictive zoning	6/16/2016 11:10 AM
14	Give priority for access to commercial fishermen.	6/16/2016 7:24 AM
15	controlled growth	6/15/2016 3:29 PM
16	Kittery has been a fishing community for a very long time. Over the past say 30 years, the fishermen have lost a lot. We need these fisherman. They are and should be respected for what they give to our town. The fishermen here are a part of kittery's history and charm. This isn't Boston. Come here but leave your City ideas back there.	6/15/2016 8:54 AM
17	I would have to think about this and contact fishing organizations such as the Cape Cod Commercial Fishermens Association for ideas.	6/15/2016 8:34 AM
18	Support our local fisherman.	6/15/2016 12:14 AM
19	continued fishing dock and parking restrictions to reserve some spaces for licensed commerical fishermen	6/14/2016 10:36 PM
20	Yes! Kittery was a fishing community long before it was what it is today. Kittery need to embrace the fishing community and do whatever it takes to protect it. For far to long Kittery has turned a cold shoulder to fishermen. If you look at York they state loud and proud how much they respect the fishing community, but in Kittery they are forgotten. They are being pushed out, or shut out.	6/14/2016 9:13 PM
21	Incentives to maintain the working waterfront...zoning. In other communities the local land trusts have gotten involved to conserve and preserve such areas. Is there a role for KLT here?	6/14/2016 4:32 PM

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Q14 PUBLIC BOATING ACCESS While there are numerous locations for public access to launch kayaks and small craft, there are shortages of parking in many of these locations. Where would you like to see additional access and associated parking for waterfront access?

Answered: 28 Skipped: 18

#	Responses	Date
1	Traip and Ft. Foster has plenty of parking for anyone that wants to launch kayaks. I don't see a need for additional access.	6/28/2016 10:29 AM
2	Any of the creek areas. Most launches are river-side which has dangerous currents.	6/28/2016 9:54 AM
3	How about either a bus or boat shuttle so the waterfront isn't crowded with cars and exhaust fumes!	6/24/2016 3:54 PM
4	I never even think of this as I am not a boater	6/24/2016 10:56 AM
5	?	6/23/2016 5:35 PM
6	Yes	6/23/2016 4:39 PM
7	Pepperrel Cove, near Sea Point, Brave Boat Harbor.	6/23/2016 4:27 PM
8	Frisbee's lot should be town-owned.	6/23/2016 2:14 PM
9	Anywhere would be great. Places where the current isn't immediately overwhelming would be especially great. Without knowing for certain, I would guess there are some nice quite brackish waters that are underutilized.	6/23/2016 10:04 AM
10	no, limited access is good. Portsmouth offers plenty of opportunity for boaters.	6/22/2016 2:17 PM
11	Yes, but I don't know an obvious place other than Pepperrell Cove.	6/21/2016 2:31 PM
12	Kittery Point	6/21/2016 6:29 AM
13	resident parking, yes.	6/20/2016 3:56 PM
14	Rogers Park for kayakers. Integrate Route 1 development to raise funds dedicated to supporting recreation access to Spruce Creek via Route 1 corridor. Spruce Creek at 103 for fishing and kayaking.	6/20/2016 9:56 AM
15	Everywhere.	6/19/2016 9:29 AM
16	I would not like to see additional access. Kittery has many public access points for people to get to and recreate in the ocean.	6/16/2016 9:10 PM
17	not at taxpayers expense	6/16/2016 5:40 PM
18	wherever it is reasonably available	6/16/2016 11:10 AM
19	Route 1 near the Kittery Trading Post.	6/16/2016 7:24 AM
20	near Fort McClary	6/15/2016 3:29 PM
21	Frisbee location	6/15/2016 2:59 PM
22	Pepperrell Cove	6/15/2016 2:28 PM
23	When you lure them here, it costs the town money. Talk about loosening our little town. Again, progress is not always in our best interest.	6/15/2016 8:54 AM
24	Only on town-owned property (as in Eliot). Most launch ramps are inadequate because the large tides limit their use to high tides. Turn around space is more important than parking area.	6/15/2016 8:34 AM
25	This is a seasonal issue for six weeks and again, I have never not found a spot. Maybe I don't always get the most convenient spot, but I always manage to park.	6/15/2016 8:30 AM

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26	This should be reviewed on a case by case basis based on environmental impact caused by humans.	6/15/2016 12:14 AM
27	yes	6/14/2016 10:36 PM
28	There is a parking lot that belongs to Frisbee's holding in Kittery point that Kittery should lease to help parking at Pepperrell cove, it could help with winter parking for residents, post office parking etc	6/14/2016 9:13 PM

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Q15 THE AREA NORTH OF SPRUCE CREEK
The area is currently zoned at 40,000 sq.ft. per dwelling unit and is listed as rural. It is also currently the non-sewered part of Town. Do you think this area should be further developed? In the previous Comprehensive Plan this was designated as a “Limited to No Growth area. Does this still hold true? Should we consider increasing the lot size or other methods of density control?

Answered: 32 Skipped: 14

#	Responses	Date
1	Aside from the areas immediately along the the Rte corridor, I think we should limit growth to smart residential development with lots of open space.	6/28/2016 10:29 AM
2	develop at will.	6/28/2016 9:54 AM
3	I absolutely don't think it should be further developed. Keep it as rural, we don't need more condos or McMansions. Stop already!	6/24/2016 3:54 PM
4	No	6/24/2016 11:58 AM
5	No	6/24/2016 10:56 AM
6	Increasing lot size is a good idea....	6/23/2016 6:42 PM
7	Yes, Kittery needs to smartly utilize whatever assets is has to grow the tax base	6/23/2016 5:35 PM
8	Not sure	6/23/2016 4:39 PM
9	No	6/23/2016 4:27 PM
10	Wait	6/23/2016 2:14 PM
11	More housing and offer a bus service to the foerside, town hall, and to the Warrens Lobster for people wishing to go to Portsmouth.	6/23/2016 1:51 PM
12	density control is good. Could be opportunity for "workforce" housing.	6/22/2016 2:17 PM
13	Perhaps the lot size should be slightly increased but housing should be clustered to preserve as much open space as possible.	6/21/2016 2:31 PM
14	There is more than enough land already being developed. We should keep as much area as we can in its natural state	6/21/2016 6:29 AM
15	keep that area limited growth. You just spent so much money putting sewer on Martin Road, develop that area more first!	6/20/2016 3:56 PM
16	Not providing sewer is a classic development control tool. It is so in Kittery as well. I am fine with development across town. 2-3 acre minimum zoning is already falling out of favor, with support swinging back to cluster style development with dedicated open space. Note that if smaller lots and open space are required or desired, field and other common open recreation areas must be provided for residents. See athletic field notes above.	6/20/2016 9:56 AM
17	No to over development	6/17/2016 1:50 PM
18	It still holds true, it is just difficult to have ordinances to support this to pass the current Council. I wish they would support the will of the residents.	6/16/2016 9:10 PM
19	STOP DEVELOPMENT	6/16/2016 5:40 PM
20	it should not be further developed. it should remain a no growth area.	6/16/2016 2:58 PM

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21	Sewer first!	6/16/2016 11:10 AM
22	Keep as limited growth area.	6/16/2016 7:24 AM
23	Limiting growth	6/15/2016 3:29 PM
24	No growth	6/15/2016 2:59 PM
25	I think it works the way it is	6/15/2016 2:28 PM
26	After assessing the capacity of the soil to absorb sewage, the lot size could be adjusted. There are also means of sewage disposal that can be required in each dwelling that don't require a central sewage facility. This problem is not new, and plenty of study and innovation has been able to solve most of sewage problems in rural areas.	6/15/2016 8:34 AM
27	I'm not sure but be upfront about sewer next time.	6/15/2016 8:30 AM
28	Again, what is the environmental impact? Can the area support more houses or will that add to pollution both on the land and in the water?	6/15/2016 12:14 AM
29	Not until some of the other areas of town are better managed and utilized	6/14/2016 10:36 PM
30	Leave it	6/14/2016 9:13 PM
31	As little growth in that area as possible is the preference for a number of reasons. Large lot sizes lead to sprawl...so the question is confusing. We should incentivize density.	6/14/2016 4:32 PM
32	Yes, no more development. These are extremely sensitive environmental tidal areas. Given the current unaddressed environmental pressures on Spruce Creek, I have little confidence that the town and state will safeguard these undeveloped areas of Spruce Creek if development is allowed.	6/14/2016 7:39 AM

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Q16 FUTURE OF THE LIBRARYThe current Rice Public Library operates out of two building. This is inconvenient for both patrons and staff. Additionally, space for additional books and other materials is limited as is the ability to accommodate additional computers. The most critical decision facing the library is how to combine all the library's functions into one building and whether this should be accomplished by constructing an addition to the historic Rice building (at the existing location) or by creating a new facility at the Kittery Community Center site or at some other location. The Town Council is working with all interested parties to determine what they will recommend to voters.**Where could/should the future library be located? What functions should the future library include?**

Answered: 40 Skipped: 6

#	Responses	Date
1	I'm not a fan of building a new library.	6/28/2016 10:29 AM
2	on KCC campus, but in back out where the old ball fields are in the woods. plenty of space. not in front.	6/28/2016 9:54 AM
3	The library should be contained in one building and it would be great if it was more of a community center. I don't know about the funding What part does the town of kittery pay for the services of a library. The community center is a likely location or one of the outlet building s that is not longer useful?	6/24/2016 11:58 AM
4	As the community center already exists it seems a logical place for it however it shouldn't cost an arm and a leg to move there as the building already exists and has for years	6/24/2016 10:56 AM
5	I favor an addition to the current facility, but I understand there are some impediments....	6/23/2016 6:42 PM
6	Community center. Rec/Community/parks/Library should all be on one sheet of music and share resources and vision	6/23/2016 5:35 PM
7	I love the location now	6/23/2016 4:39 PM
8	See above. See the expanded programs that York library offers.	6/23/2016 4:27 PM
9	Would love to see it in current rent location expanded	6/23/2016 4:09 PM
10	Community Center! All that land. Short-sighted not to have done both projects at once, but what a great one stop resource to have them together.	6/23/2016 2:14 PM
11	Use the 40,000 sq ft area at Spruce Creek and build a library there. It can house everything in one location and have a much better parking sistuion and help with congestion down town.	6/23/2016 1:51 PM

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12	<p>I think it is extraordinarily important that the existing historic library architecture remain 99.9% intact, and that these public spaces remain in easy-access public use for a broad diversity of people (as libraries or not). I also think it is extraordinarily important that library services remain easily walkable from downtown, if not actually located in the downtown proper. I think a future library location either at the present site or at the Community Center could serve both purposes, IF the current structures are preserved for broad public use regardless. Downtown library renovations/constructions elsewhere have been a great success (Portsmouth, Damariscotta, Portland, Camden, Bath, etc.). Some have been done without much alteration of historic buildings, just building large new wings, and converting the old space to lovely reading rooms or other purposes that show off the historic architecture rather than gutting it. I think the Community Center is close enough to downtown, if it is connected with good walkable, high density development. I also wonder if room could be found to build adjacent to the existing buildings without tearing anything down or overwhelming the stunning existing design. Not all libraries have lots of parking, but I realize we need some. Couldn't we have a drop-off for elderly/disabled and parking a couple or few blocks away? I have used many, many public libraries in my life, and the Portsmouth library is one of the best. They have amazing public programs of all varieties. I know Kittery can't quite replicate that on our more limited budget, but I am thrilled that the library staff want to do some new things. I think anything is great that gets young people into the library, especially if it actually involves books instead of video displays. Activities that engage people of all ages and walks of life in discussion, learning, reading, are all wonderful, especially if those activities help us to integrate those things into our daily lives beyond the program itself. Libraries are about sparking curiosity. The library could integrate more with the adult education programs, museums, historical societies, garden clubs and other educational and public-oriented organizations. A larger space could offer meeting rooms, group study rooms, quiet reading rooms, archival materials. I LOVE the old library for my own purposes, but I can also see how space limits the staff in their offerings. In other libraries I've used, the private meeting rooms get a lot of use, which is presumably a good thing. It would be neat if a new library space could have a room that could be used as a theater, to screen films, or for other public functions. Our downtown is so lovely, but other than sitting in cafes, there are not a lot of spaces/opportunities for public interaction. New library spaces could provide this. There should definitely be spaces devoted to more public and lively purposes and quiet spaces devoted to reading and other work. Also, the nicest public green spaces downtown are on library property and I would not want to lose this!! Any new library construction should have some nice, sizeable outdoor garden space – for story hour, reading, small meetings, conversation, etc. I don't think a big bank of computers in a library is necessarily a wonderful thing. Kids spend enough time online. Some access is good for people who don't otherwise have it at home, work or school, but that doesn't generally mean kids. There also needs to be some separation of loud kids from grown ups trying to get work done. The café area at the Portsmouth library is nice and accommodates such diverse uses. IF the library moves from its present location, I think it is essential that new building purposes RETAIN all historic value in the buildings AND the public mission – so that could mean a museum WITH strong public outreach programs, not just a place tourists visit. I guess I wonder if somehow some of the library functions could remain where they are, even if the new library is at the Community Center site. Could we have a periodicals reading room and archives? Is there some special collection that isn't usually used by the same audience as regular library services? Is there an historical organization of some sort that would appreciate and preserve the building as well as its public mission? Could it remain a part of the library property, and thus preserved, but used gently by some partnering group? Obviously it has to be well-used and well-supported in order to maintain the structure. I would just HATE to see it become condos or an office building, and the thought of tearing it down makes me ill.</p>	6/23/2016 10:04 AM
13	Existing buildings are historic and should remain that way. Libraries are a thing of the past. We do not need a new building and offer free wi fi to people. Again, if they want it, they should fundraise and fund it themselves.	6/22/2016 2:17 PM
14	The library should either be at the Community Center or near the downtown. Perhaps taking over the gas station property at Whipple Road and Wentworth. Or, using the space next to the Post Office and building a second story.	6/21/2016 2:31 PM
15	the should be accommodations made at the community center. We need to get the towns spending under control for its people before committing massive expenses its people cant afford.	6/21/2016 6:29 AM
16	I would like to see a redevelopment of the Rice building, but that seems the least practical. It's time to biuld a space for the next hundred years of growth. An oversized ADA compliant single story structure in a central location, or route one.	6/20/2016 3:56 PM

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17	<p>The RPL had a once-in-a-generation opportunity to join the KCC and the FRC worked to integrate them into initial concepts starting in 2009. They could not commit to this approach, even if 3 of the 6 concepts initially developed provided the RPL with the use of the main building. Their use of the annex was only introduced when their trustees could not commit to taking advantage of this resource. They also would not commit to shared spaces with the KCC, even though their missions have many common elements. This is very important to keep in mind given recent discussions and continued desire of the RPL trustees to now claim that moving to the KCC campus is in their best interests. It is also highly unlikely that we need to double+ the size of the RPL space. York's library is clearly oversized, and many claimed common area needs already exist at the KCC as well as commercial enterprises in the foreside, Route 1, etc. Many folks simply access wifi from any number of businesses and do not need a library for this purpose. It is unadvisable to spend \$6MM on a new facility, when the RPL cannot self support and make claims that 'high efficiency' systems will somehow 'save' money. It is terribly shortsighted and disingenuous. Therefore, immediately cease funding 95+ percent of the 'free' library's operation unless it becomes a town department. If it does so, manage the department like all others in town. If it does not, cease funding and seek out town memberships at Portsmouth and York, which can be had at lower cost than our current obligations and would GAIN our citizenry library amenities. Then decide how to proceed with the building based on the direction the RPL Trustees choose.</p>	6/20/2016 9:56 AM
18	Remodel existing to include fiction. It's too beautiful and centrally located to move.	6/19/2016 9:29 AM
19	Community Center, somewhere where there is an adequate parking lot so not foreside.	6/17/2016 1:50 PM
20	Library should stay in the Foreside and expand the Rice building. Use funds from sale of the old court house to fund this up h needed upgrade.	6/16/2016 9:10 PM
21	The location depends on whether or not the library is a town organization. Right now it is a private entity that the town happens to pay for. If the town continues to fund the library they should have full control of the library budget. That is the very first thing that needs to be decide then conversation on location and function can take place.	6/16/2016 2:58 PM
22	Being a resident of Foreside, I like the building downtown and would like to have it stay there given a compromise could be reached between modern-day needs and historic preservation.	6/16/2016 12:14 PM
23	current location. expand to dirt lot, with parking beneath. With the community center, how much more function space is needed?	6/16/2016 11:10 AM
24	The library should be in one building with updates to keep up with technology.	6/16/2016 7:24 AM
25	The community center site seems to make sense. Library should continue to provide free access to information through books, computers, educational programs, community activities, speakers.	6/15/2016 6:07 PM
26	I am all for a new library if the Library can fund the majority of the cost. I like the idea of it moving to the KCC but I am against it moving to the field in front of the building. We need more fields not less. If it moves to the KCC I would like see it attached, this would have better synergy to share building resources. It would also be more convenient for those families wishing to use both buildings at the same time.	6/15/2016 4:31 PM
27	The library should be near the KCC and be a state-of-the-art building with handicap access and internet services.	6/15/2016 3:29 PM
28	Next to the community center	6/15/2016 3:01 PM
29	Move to the Annex in the KRC.	6/15/2016 2:59 PM
30	I think location at KCC would be ideal	6/15/2016 2:28 PM
31	As the population increases, the more it cost for new demands. Kittery was a nice little town. Now we are A suburb of BOSTON. Leave the library alone. No one said all would be convenient. You can't please all of the people all of the time. It's working! Leave it alone.	6/15/2016 8:54 AM

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32	<p>As mentioned above, a library in its current form has been made an anachronism by the internet. This means that the first priority should be how the library will respond, not where it should be placed. It is obvious, I think, that e-books, research, etc. are more and more available on the net. Kids all have personal computers; households have web connection for books, movies, etc., municipalities have digitized records on the web, and businesses depend on it for their supplies, marketing, customer support, banking and other necessities. The Rice Library must therefore adjust to survive. As far as I can see, it must embrace the internet, not fight it, and become a center for those who cannot afford and need help in accessing the net. The old days of multiple books shelves and Dewey cards are over. Certainly space must be retained for historical items, but the bulk of the reading shelves are now on the net, and it is ill conceived to think that a library should be maintained solely for those who prefer to hold a book in their hands rather than a Kindle or I-Pad. The solution, I believe, is to embrace the internet by becoming a town with a superior, easily accessed, high-speed, reasonably-priced internet service for all. In line with this would be to encourage internet companies to locate here. Internet companies are generally high-paying and employ younger people with families, just the types we want Kittery to encourage to move here and diversify our economic base. If we do that, the Rice Library, after renovation, could be the center of all internet services for the town, not only the provision of services to the public but also a place where those who are unable to access the web or need help could come. The second building across the street was once a telephone company site and could be the location for whatever hardware is necessary to accomplish the internet mission. It would not have to be accessed by library employees on a frequent basis because its innards would be solely technical. This way, only renovation to the current library would be necessary, no building of a useless and antiquated building at the Community Center, leaving more space there for athletic fields, and providing additional parking at the current library for the continued economic development of the Foreside district.</p>	6/15/2016 8:34 AM
33	<p>Bear in mind the library is not only "inconvenient" but is inaccessible for many. Even though I love the idea of the library in the Foreside, I like the proposed location near the Rec Center, and it seems more feasible.</p>	6/15/2016 8:30 AM
34	<p>Currently there is a proposal to build on the KCC campus. This would make the campus a cultural hub of Kittery. The "functions" should be discussed by the RPL and the town.</p>	6/15/2016 12:14 AM
35	<p>The library should go anywhere except where the field development committee is researching.</p>	6/14/2016 9:43 PM
36	<p>The library should be at the rec center</p>	6/14/2016 9:13 PM
37	<p>Th new library MUST BE at the Community Center. Enough shenanigans. We want the convenience of having our library where we do other activities...and those activities should integrate with the library! No brainier. There are new models for libraries we should look at...its no just about hard copy books anymore.</p>	6/14/2016 4:32 PM
38	<p>Put an addition onto the historic Rice building.</p>	6/14/2016 8:29 AM
39	<p>The town's library should be re-located. Sited on the periphery of a now robust and re-born commercial zone (Foreside) whose expansion over the next 25 years is likely to be appreciably, the current library buildings will most likely be surrounded by commercial development. No doubt, a certain death knell to our community's access to its library. Think 5, 10, 25 years from today. To be situated in a busy, vibrant commercial development area confronted with traffic congestion and parking challenges, library patrons will not come. And this at a time when redesigned or newly built 21st century libraries are now experiencing appreciable growth in use. Yes, the library should be re-located. Re-locating the town's library to the Community Campus makes a lot of sense.</p>	6/14/2016 7:39 AM
40	<p>An addition to the existing Rice building replicating the historic architecture seems most appropriate.</p>	6/13/2016 12:58 PM

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Q17 ANY OTHER ISSUE(S) YOU CONSIDER TO BE "BURNING"? Please list/describe below.

Answered: 29 Skipped: 17

#	Responses	Date
1	Again, shipyard traffic and the mess it causes twice a day during same school bus, drive times. Can't get out of our road to cross 236. Town wasn't build to support 5,000 workers there. Mandate busing in unless 3+ people in a car. Ridiculous that single drivers load up our roads and we, the townees, have to just accept it. Our leaders should be leading on this.	6/28/2016 9:54 AM
2	Too much unnecessary development!	6/24/2016 3:54 PM
3	Traffic generated at the ship yard has become very heavy and people are ill mannered and drive poorly!	6/24/2016 11:58 AM
4	Yes, the town's desire to keep spending lots of money before it is technically even available to be spent. I don't understand why things constantly need to be in a state of change or Improvement when to me it seems acceptable the way it is. Memorials are nice but cost a lot of money. I would rather see the money spent on things like memorials to go toward creating a public affair for the town can celebrate either the person or the memory associated with said event	6/24/2016 10:56 AM
5	Believe the entire notion of the Kittery business park is a joke, privately owned land whose owners absolutely owe Kittery nothing, yet we continue to view that as a core part of our growth future. if Kittery was serious about controlling it's future, you buy the business park and the water board property and control the destiny and a build out that compliments the massively overdue comp plan update. Move the water board to the biz park. Perhaps it's run like a redevelopment board so action actually happens as our town council mirrors our government in that every vote is a deadlock so nothing moves forward. It's an embarrassment that we lost planner puff over childish politics around a nominal raise. Hopefully optimistic, but also realize there are many in town that don't believe about deficit spending to achieve a long term gain.	6/23/2016 5:35 PM
6	No	6/23/2016 4:27 PM
7	We need to continue to seek excellence in town government - I'd like to see workshops and trainings to educate and interest people in what goes on and to develop the skills needed to serve.	6/23/2016 2:14 PM
8	FIX THE ROADS!!!! They are a mess and its embarrassing how bad they are. You have to zig zag around the Foreside area in order to miss all the potholes and cracks. THIS MUST BE DONE!	6/23/2016 1:51 PM
9	Thank you for listening!!!!	6/23/2016 10:04 AM
10	Kittery is a small town with a small town charm. We should protect that.	6/22/2016 2:17 PM
11	DEVELOPERS! Watch out, here they come! I have had several of them come into my shop and office and ask about opportunities. We don't have time to debate. Put some ZONING in place that is strict, it can always loosen later. This is the time to be strict instead of waiting for disaster to strike - and it will. Our prices are very cheap compared to MA and NY. Thank you for the opportunity.	6/21/2016 8:29 PM
12	The ideas in this article should be incorporated in the vision for Kittery. http://www.nytimes.com/2016/06/19/jobs/remote-thats-no-way-to-describe-this-work.html All town buildings should be audited for energy efficiency - lighting, insulation, mechanicals, etc.	6/21/2016 2:31 PM
13	The potential burden of debt associated with a new library, plus the additional O&M costs of such a limited-purpose organization, is problematic for the town and would cause many other cuts to education, field improvements, and other areas in which the town needs more resources, not less. This endeavor continues because people do not want to say NO. It is time to do so and move on with the nest interests of the entire town.	6/20/2016 9:56 AM
14	MARTIN RD BETTERMENT!	6/17/2016 1:50 PM
15	sewer betterment fees	6/16/2016 5:40 PM
16	we need to resolve the issue of the sewer "betterment" fees. And the fence separating Manson RD from 95 needs to be put back up before a child ends up hurt because of the towns negligence.	6/16/2016 2:58 PM

Kittery Comprehensive Plan Survey

17	For such a small community we seem to be discussing a lot of different potential and desires for many different locations/areas. Perhaps distilling the focus to the most pressing two or three concerns and/or interests will produce more lasting results. Route One development and local water access. How about that to start. Thank you all for the enormous effort put forth to keep our town a place for all of to enjoy.	6/16/2016 11:10 AM
18	Finish the sidewalk on Stevenson Road! Too many students walk that road, and it is dangerous with a curve, and traffic going too fast!	6/16/2016 7:24 AM
19	Noise pollution. Especially loud motorcycles. When the shipyard lets out one needs to stop conversations in the foreshore. We hear them starting at 5:15am on Whipple Rd.	6/15/2016 6:07 PM
20	IMPROVE THE SCHOOL SYSTEM!!! Kittery is not attracting and is losing young families because of this. I've known at least 3 families who have moved or sent their children to private schools because of this.	6/15/2016 2:28 PM
21	We are self destructing. The true Kittery people just can't support what you are asking them for. More people, more PROGRESS, has changed Kittery as we knew it. It is broken and it is sad. Be very careful what you wish for.	6/15/2016 8:54 AM
22	The Port Authority has to be reviewed for its effectiveness and operations. From what I hear, the operation is not accomplishing its purpose.	6/15/2016 8:34 AM
23	Rec Center offerings not very imaginative considering all the space available, and it seems to make partnering difficult with various entities that want to use facilities (e.g. they were going to charge Tobu-Kamikata Exchange to have the welcome dinner there). Better programming overall for youth and teens would be great. There are currently events happening at the Rec Center, like Dodge Ball, or York Rec Pickle Ball that are not publicized on Rec website because they are not town activities. That reduces opportunities for synergy, as one thing leads to another.	6/15/2016 8:30 AM
24	More transparency in our local government.	6/15/2016 12:14 AM
25	Kittery needs to revitalize the Energy Committee and make energy efficiency and sustainability focus points, e.g. conversion of street lights from their present HP Sodium to LEDs at no cost to the Town as well as reduce the Town's electrical bill. Relocate the wind turbine from the Transfer station to Wood Island or Pepperell Cove	6/14/2016 10:36 PM
26	Fields- we are missing out on great sporting opportunities for our town. Families from Kittery travel to other towns that host huge tournaments and we all say how great it would be to be able to offer that to showcase our amazing town.	6/14/2016 9:43 PM
27	Kittery needs to support its life long citizens. These people are the history of Kittery and they are being forced out. Kittery needs to control its spending. Limit the size of new houses. And work harder to keep life long citizens family's here and get more younger people moving in.	6/14/2016 9:13 PM
28	Our water. Who decides who owns our ground water? Recent events in other Maine towns where water rights have been sold to Nestle and other for profit firms really concerns me. We need to move fast and boldly to protect this common resource and ensure we are not selling away our water rights to the highest bidder. Finally, we need to plan for adaptation and mitigation of climate change and sea level rise. Anything we do must take those certainties into account. Spend a little now, plan well now to forestall larg costs and more devastation in the future. And we should not put a penny of our shared money into places like Wood Island...it will be underwater soon.	6/14/2016 4:32 PM
29	more cross walks	6/13/2016 6:51 PM

Kittery Comprehensive Plan Update
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COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
parking for continuous shuttle including Foreside with input from Deb Driscoll.	Deane Rykerson	Jun 02, 2016, 04:59 PM	43.09016	-70.73613882	Opportunities	8
Consider a light rail use	Tom Hibschman	Jun 10, 2016, 06:50 AM	43.09016	-70.73613882	Opportunities	8
Create a multi use path between Kittery Community Center and State Road (with permission of property owners)	debbie driscoll davis	Jun 07, 2016, 09:32 AM	43.09597	-70.74178219	Opportunities	8
This idea has been around for a long time and is excellent. We should approach property homes to see if this is a possible idea they would consider.	Ann Grinnell	Jun 08, 2016, 07:16 AM	43.09597	-70.74178219	Opportunities	8
Public access to waterfront	Deane Rykerson	May 31, 2016, 12:15 PM	43.08481	-70.75390577	Opportunities	7
Strong current.....use with caution	debbie driscoll davis	Jun 07, 2016, 10:31 AM	43.08481	-70.75390577	Opportunities	7
Currents too strong for recreational boating. Also, parking would be a tuff issue in a small residential area.	Ann Grinnell	Jun 08, 2016, 07:12 AM	43.08481	-70.75390577	Opportunities	7
pedestrian walkway	Deane Rykerson	May 31, 2016, 12:17 PM	43.08459	-70.74618101	Opportunities	7

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COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
There will be fewer and fewer opportunities to establish a reasonably sized public waterfront area in the Foreside so the town should consider purchasing one of the few buildings available to replace with a dock, benches.	Gayle Wells	Jun 08, 2016, 07:59 AM	43.08459	-70.74618101	Opportunities	7
There is funding for projects that allow the public more access to the waterfront.	Gayle Wells	Jun 08, 2016, 08:01 AM	43.08459	-70.74618101	Opportunities	7
I have been on the town for connecting the sidewalk from Suds & More to the KP bridge - they say 2017 as it's been funded and approved for 4 or 5 years. Disappointed as it seems to not be a priority. It's dangerous to walk.	Todd Rollins	Jun 10, 2016, 07:26 AM	43.08459	-70.74618101	Opportunities	7

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COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
<p>Protect working waterfront - since University of Maine system studies show that economic benefits of waterfront jobs outweigh revenue from luxury waterfront residential development. Once it is gone, it is gone forever. In particular, protect waterfront access for fishing industry - consider public, cooperative, or public-private pier & shoreside facilities. See: http://www.ceimaine.org/wp-content/uploads/2014/02/Colgan-Report-Final.pdf and http://oclj.maine.gov/vol-19-no-2/coastal-access-maine-commercial-fishing/</p>	Jennifer Brewer	Jun 06, 2016, 09:10 PM	43.08359	-70.74779034	Opportunities	7
<p>move the Water District sand and gravel mess out of this entry to Kittery. Replace with 150 mixed use retail and affordable housing units and green space D Lincoln</p>	david lincoln	Jun 08, 2016, 09:05 AM	43.08788	-70.74994512	Challenges	6

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COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Yes, and this is a spot I was thinking could absorb some of the downtown parking	Jennifer Brewer	Jun 09, 2016, 05:10 PM	43.08788	-70.74994512	Challenges	6
A previous plan exists by Thomas Emerson Babcock if Water District can be moved. Hazardous materials & flooding issues. Number of units allowable much less.	Tom Hibschan	Jun 10, 2016, 06:30 AM	43.08788	-70.74994512	Challenges	6
See Thomas E Babcock's plan	Tom Hibschan	Jun 10, 2016, 06:50 AM	43.08788	-70.74994512	Challenges	6
off site weekday parking for PSNY - use tracks for rail transport of passengers onto PSNY	Russell White	Jun 15, 2016, 11:26 AM	43.08788	-70.74994512	Challenges	6
and make sure that affordable is defined to meet the incomes of people who work as retail clerks, kitchen help, etc.	Cathy Wolff	Jun 28, 2016, 07:00 AM	43.08788	-70.74994512	Challenges	6
This would extend the Foreside which would increase tourism and attract more business from Portsmouth and surrounding area becoming a bigger destination.	Gayle Wells	Jun 28, 2016, 07:10 AM	43.08788	-70.74994512	Challenges	6

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COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
2/3 the Navy Yard will be under water in a Hurricane Sandy event according to UNH's Cameron Wake. What are the Navy Yard & Town's Climate Adaption & emergency plans?	Tom Hibschan	Jun 10, 2016, 06:49 AM	43.08152	-70.72740555	Challenges	6
Thanks for asking. This is a great way to get input.... We need a 'Caution No Wake Zone' buoy here. There was one there two years ago. Boaters speed all the way up to the Pepperrell Cove (Rt 103) bridge all too often.	Charlie Wu	Jun 02, 2016, 11:47 AM	43.08003	-70.71961641	Opportunities	5
Maybe two markers as the area is wide and boats come in from Hicks Rocks and the Sound basin side	Roy Briscoe	Jun 02, 2016, 12:47 PM	43.08003	-70.71961641	Opportunities	5
Tiny house mixed income housing park	Deane Rykerson	Jun 02, 2016, 05:03 PM	43.08901	-70.75152397	Opportunities	5
make traveling on 103 across State Rd more bike friendly	Debra Kam	Jun 02, 2016, 08:58 PM	43.0876	-70.74963033	Opportunities	5
Yes, we need this.	Ann Grinnell	Jun 08, 2016, 07:08 AM	43.0876	-70.74963033	Opportunities	5

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COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
make Foreside more pedestrian-friendly by clarifying and protecting pedestrian right-of-way from traffic turning right off of Wentworth St onto Walker St	Debra Kam	Jun 02, 2016, 09:03 PM	43.08632	-70.74316084	Opportunities	5
We need a crosswalk at Water St and Rte 1 with a sign on the southbound side of rte 1 warning of the pedestrian crossing	Tom Ryan	Jun 03, 2016, 10:17 AM	43.08363	-70.75074098	Opportunities	5
Reduce parking on Walker Street and install protected bike lane	Jennifer Brewer	Jun 06, 2016, 09:15 PM	43.0865	-70.74598789	Opportunities	5
Hard to reduce parking in this area. How about 'share the road' emblems on the roads in the Foreside.	Ann Grinnell	Jun 08, 2016, 07:08 AM	43.0865	-70.74598789	Opportunities	5
Most of the roads in Kittery and KP have fairly low speed limits anyway so bike lanes where ever possible should be developed.	Gayle Wells	Jun 08, 2016, 08:11 AM	43.0865	-70.74598789	Opportunities	5
Opportunity for Community Gardens, Park, and Trails	debbie driscoll davis	Jun 07, 2016, 09:21 AM	43.09056	-70.73416471	Opportunities	5

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COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Create a walking trail from Traip Boat Slips to Foreside	debbie driscoll davis	Jun 07, 2016, 09:30 AM	43.08613	-70.73942184	Opportunities	5
Great idea, this trail could also fork and follow the railroad tracks to gourmet alley on Rt. 1	Erling Saevarsson	Jun 09, 2016, 10:41 PM	43.08613	-70.73942184	Opportunities	5
Move downtown parking away from downtown center, to encourage walking, biking Do more to establish/beautify small, sittable parks and other green spaces near small businesses & dense development, maybe with donations & volunteer labor See: http://www.strongtowns.org/journal/2016/5/23/places-where-i-dont-want-to-sit	Jennifer Brewer	Jun 06, 2016, 09:19 PM	43.08603	-70.74343443	Opportunities	4
Not sure the parking can be moved out of the Foreside, but sure bike racks can be added to the area. More parking needed, street parking, and some spaces are possible. How about trash and recycle bins. Portsmouth has put in great looking ones.	Ann Grinnell	Jun 08, 2016, 07:05 AM	43.08603	-70.74343443	Opportunities	4

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COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
There is public funding available for this type of project. We need a part time grant writer to maximize Kittery's funding for a lot of great projects.	Gayle Wells	Jun 08, 2016, 08:15 AM	43.08603	-70.74343443	Opportunities	4
Like Paris and other cities have done, test out a sunday a month for a summer for no cars in foreside, just bikes, baby carriages, pedestrians, etc. Allow for sidewalk vendors, music, markets. As Bloomberg would say 'Let's try it and see.'	Gayle Wells	Jun 09, 2016, 03:47 PM	43.08603	-70.74343443	Opportunities	4
Love the link you sent. Talk about little thought to public space. We can do a lot better than that.	Gayle Wells	Jun 09, 2016, 03:48 PM	43.08603	-70.74343443	Opportunities	4
I think more street parking can be identified in Fireside. I doubt all 14 spaces in the corner lot can go, especially the HC ones, but maybe the five on the corner side could be given over to public space.	Tom Emerson	Jun 09, 2016, 09:30 PM	43.08603	-70.74343443	Opportunities	4

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COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Who owns the dirt lot next to the library? Seems like now it's half library and half leased. Paving that area would get more spots - downside it will get more spots.	Todd Rollins	Jun 10, 2016, 07:33 AM	43.08603	-70.743434443	Opportunities	4
Kayak access	debbie driscoll davis	Jun 07, 2016, 09:19 AM	43.09613	-70.72317839	Opportunities	4
this would be a safe place to have a municipal kayak launch pad, avoiding the dangers of Piscataqua tidal flow D Lincoln	david lincoln	Jun 10, 2016, 04:40 PM	43.09613	-70.72317839	Opportunities	4
Green algae growth	debbie driscoll davis	Jun 07, 2016, 10:51 AM	43.08672	-70.73521614	Challenges	4
Working with citizens and local lawn care businesses to understand the impacts of their fertilizer and lawn care practices on the health of the water would be great!	Phyllis Ford	Jun 10, 2016, 12:04 PM	43.08672	-70.73521614	Challenges	4
Why no sidewalk on north side of Walker here?	Erling Saevarsson	Jun 09, 2016, 10:28 PM	43.08725	-70.74782789	Challenges	4
Opportunity to develop the town dock into a functional working dock that is also an appealing public space	Erling Saevarsson	Jun 09, 2016, 10:38 PM	43.08532	-70.74299991	Opportunities	4

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COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
<p>Harbor Inn Spa just off Route 1 on Water St. It is unlikely that I'll be able to make the meeting this Saturday, as I don't have coverage. So I'd like the town to take appropriate action: 1. to enact ordinances: a. prohibiting idling of all types of engines on the public roads (e.g., while waiting for one of the bridges to open), and b. prohibiting excessive noise on the public roads; 2. to have signs printed and installed on the public roads advising of these no-idling and no excessive noise ordinances; and 3. to enforce these ordinances with fines. And actually make their enforcement a priority - when the Memorial Bridge is up, it is terribly noisy from the Bridge out to Government Street at least, and the air stinks of exhaust. Cars, truck and motorcycles sit, the trucks and</p>	Lynn Bowditch	Mar 11, 2016, 01:41 PM			Sustainability	3

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 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
One 'No idling' Sign exits now in Traip parking lot. Agree we need many more....including our parks outlets	Tom Hibsichman	Mar 16, 2016, 12:42 AM			Sustainability	3
There is actually a State Statute against excessive noise (Title 29-A, SS2079: Unnecessary noise) that is not enforced. Unfortunately we could put up hundreds of signs and update a more strict ordinance, but if the police aren't there to see/hear it, it will not be effectively enforceable.	Rich Balano	Jun 09, 2016, 03:02 PM			Sustainability	3

Kittery Comprehensive Plan Update
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COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Many people walk and run on the wrong side of the road with their backs to oncoming traffic. Recently, a young woman was hit and killed in York because she was on the wrong side of the road and did not see a car coming toward her. Bicyclists know they should ride on the right, with traffic. Runners and walkers seem not to know they should be on the left side facing oncoming traffic. I suggest that the town post signage on all major roadways (Rt. 103, Haley Rd., Rogers Rd., Rt 1, etc.) informing people of this important advice.	Mark Alesse	Mar 12, 2016, 04:47 PM			Other	3
wear light clothing / reflective at night dusk	Tom Hibsichman	Mar 16, 2016, 12:44 AM			Other	3
The sidewalk that has been approved, planned and funded for years along 103/Whipple needs to be completed before someone gets run over.	Todd Rollins	Mar 17, 2016, 09:28 AM			Other	3

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COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Spent any funds to widen the traffic circle corridor from traffic circle to Navy Yard gate to 4 lanes. Suggest portions of 103 be closed except to residents on 103 perhaps on Sundays for certain hours. In NYC, Park ave. was closed for certain hours. In Cambridge, Ma Memorial drive is closed on Sundays. Also, add hundreds of motorcycles car road rallies to the mix on 103 in the summer. Speed limit is not enforced on 103... police could use the speed indicator reminder unit to slow.	Tom Hibschan	Mar 17, 2016, 01:14 PM			Other	3
Correction: Spent any funds for traffic study...explore cities like Portland, OR which have peak traffic lanes of 3 lanes which can change to handle 2 lanes depending on rush hour flow... widen the traffic circle corridor from traffic circle to Navy Yard gate to 3 lanes.	Tom Hibschan	Mar 17, 2016, 04:32 PM			Other	3

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 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
<p>some real positive changes in the last few (5?) years. Restaurants, bars, coffee shops are doing really well. We should: Build a business environment and infrastructure that should support continued growth in a structured way. It is clear that with this positive growth traffic to downtown is increasing and we would need appropriate parking options to continue to support more growth. Parking should be made available outside the heart of the town. Create or improve safe bike roads and pedestrian walkways from a 'new to be developed parking option' to down town Kittery. Keep car traffic out of town to allow for more development downtown and avoid congestion, more terras options. Make public playgrounds available that are safe and can be accessed by</p>	Monique Hendriks	Mar 14, 2016, 11:21 PM			Public Benefits	3

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COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Let's not forget the ELEPHANT in the room - CLIMATE CHANGE. We can adapt, or we can do nothing. Why is Kittery not part of the New England Climate Adaptation Project along with other Maine coastal towns? This is a global problem, and we need to face it as members of our coastal community. Let's not wrangle about its cause. We're seeing its effects already.	Clare Rogers	May 06, 2016, 08:50 AM			Sustainability	3
The larger issues of protecting from contamination during heavy storms and storm surges. We need assurance from the shipyard that they have all toxic chemicals and systems protected for storms, flooding, etc. The Port Authority cannot be expected to handle the bulk of this work. Winds are expected to cause a great deal of damage also.	Gayle Wells	Jun 10, 2016, 07:46 AM			Sustainability	3
Completely agree. Also would like to see crosswalk into John Paul Jones park.	Ann Grinnell	Jun 08, 2016, 07:06 AM	43.08363	-70.75074098	Opportunities	3

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
<p>There are no public pumpout stations on the Piscataqua River from Great Bay to the Portsmouth Harbor entrance. Let's get serious about protecting and improving our water quality. We desperately need a pumpout station conveniently located for commercial and recreational boats. Pepperell Cove is the perfect location for a pumpout station with the new town docks and improved access. It must be made easy for boaters to do the right thing. There is even State and/or Federal funding available to help with the installation costs. Let's pull our heads out of the sand and make it happen.</p>	Timothy Stone	Jun 05, 2016, 04:18 PM	43.08199	-70.70337296	Opportunities	3
<p>There is a floating pump out service available.</p>	debbie driscoll davis	Jun 07, 2016, 09:37 AM	43.08199	-70.70337296	Opportunities	3

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
<p>There is a pumpout boat operated by the State of NH. However; the pumpout boat operates limited hours, you need to make an appointment to get a pumpout, the boat must cover a large area, and in general it is inconvenient to use. Last year the pumpout boat was out of commission most if not all of the summer! In order to get more boaters to do legal pumpouts, there needs to be 24/7 access to a conveniently located land-based pumpout facility. Pepperrell Cove is that location for boats travelling on the Piscataqua River.</p>	Timothy Stone	Jun 07, 2016, 12:37 PM	43.08199	-70.70337296	Opportunities	3

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Make sure that any future use of the downtown library buildings conserves ALL of the historic exterior/interior and retains public value. If it becomes a museum, then it should have free or low cost access to Kittery residents and a strong program of public outreach & educational events, not just a collection of relics behind closed doors.	Jennifer Brewer	Jun 06, 2016, 09:14 PM	43.0863	-70.74283361	Opportunities	3
The historic library should remain a library. This building and services it provides all the residents of Kittery needs to remain as an anchor in the Foreside.	Ann Grinnell	Jun 08, 2016, 07:00 AM	43.0863	-70.74283361	Opportunities	3
The idea of a Navy museum & parking lot will draw more traffic to a congested area.	Tom Hibsichman	Jun 10, 2016, 06:32 AM	43.0863	-70.74283361	Opportunities	3

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Rice library and the Traip house are some of the more beautiful and historic buildings in our town. There is an opportunity to create something nicer between them than a gravel parking lot. I.e. a park or a public space of some kind.	Erling Saevarsson	Jun 09, 2016, 10:33 PM	43.08651	-70.7426244	Opportunities	3
John Paul Jones park is nice but could be made more people friendly. For example connecting it with crosswalks, and adding a playground for kids.	Erling Saevarsson	Jun 09, 2016, 10:49 PM	43.08511	-70.75046182	Opportunities	3
One park that should be dog free in summer or double fines & enforce. Add video surveillance if necessary. Do not list on www.bringfido.com	Tom Hibschan	Jun 10, 2016, 06:42 AM	43.08511	-70.75046182	Opportunities	3
And if not a playground, perhaps a community garden.	Marissa Day	Jun 15, 2016, 11:33 PM	43.08511	-70.75046182	Opportunities	3

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COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
It is of the highest priority to work and communicate with the shipyard on a regular basis on how they will be protecting this community from contamination of any toxic chemicals that may be in use for future heavy storms that we will see at some point. It will only take one significant incident and we may be faced with a permanent contamination otherwise. I know the community wants to hear that this is being addressed.	Gayle Wells	Jun 10, 2016, 08:22 AM	43.08091	-70.73448658	Challenges	3
Seek public transportation system funding with town vans. Traffic light at KCC...pedestrian activated.	Tom Hibsichman	Mar 17, 2016, 01:20 PM			Public Benefits	2

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Portsmouth Prescott Park has 3 wooden piers and the city recently added another in front of Memorial park off the Daniel St/State St loop under the Memorial bridge. Would people enjoy a pier in Kittery Foreside? If so, where could it be? The only pier in Kittery I'm aware of is the one at Fort Foster.	Marissa Day	Apr 15, 2016, 11:07 PM			Other, Public Be	2
Put signs up to remind joggers/walkers to WalkRight/RideLeft. This should be done on Rt. 103, Haley Rd., Shapleigh Rd., and others. This saves lives.	Mark Alesse	Jun 02, 2016, 12:31 PM	43.084	-70.72004557	Opportunities	2
Sidewalks would be a huge help. There are many places in these areas where walking on the right is not safe, because of corners, or lack of a shoulder to walk on.	Kelly Philbrook	Jun 03, 2016, 05:51 AM	43.084	-70.72004557	Opportunities	2
Look into ability to lease parking lot for Pepperrell Cove overflow parking as well as public parking.	Kelly Philbrook	Jun 03, 2016, 09:24 PM	43.08332	-70.70393085	Opportunities	2

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COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Consider community land trust for workforce/affordable housing & arts-related business start ups & studios -in location walkable to Portsmouth & shipyard	Jennifer Brewer	Jun 06, 2016, 09:18 PM	43.0863	-70.75032234	Opportunities	2
Tennis Courts.....can they be made available to the public or used to tennis lessons through KCC?	debbie driscoll davis	Jun 07, 2016, 09:24 AM	43.09146	-70.7278347	Challenges	2
Many bikers and walkers use this road which has heavy speeding traffic including tractor trailer trucks. Speed limit needs to be better enforced and large trucks forbidden on this road. .	Barbara Dickinson	Jun 09, 2016, 06:41 PM	43.08811	-70.73575258	Challenges	2
Opportunities (how should we take advantage of these?) Challenges (how should we address these?)	Town of Kittery	Mar 12, 2016, 08:14 PM			Public Benefits	1
Sustainability, International Dark Sky lighting	Tom Hibschan	Mar 16, 2016, 12:46 AM			Public Benefits	1

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COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Apply ordinances now that rather than waiting until 2107 to start. Protect scenic views with limit on fence height of 3 feet. LED lighting ordinances no animated signs limit on lumen output.	Tom Hibschan	Mar 16, 2016, 12:52 AM			Public Benefits	1
Public transportation!	Tom Hibschan	Mar 16, 2016, 12:47 AM			Public Benefits	1
Is Next public forum June 11?	Tom Hibschan	Mar 16, 2016, 01:06 AM			Timeline	1
If a new library is built, a suitable use must be found for the old Rice Library building. My suggestion would be to move the Kittery Naval Museum and the Portsmouth Naval Shipyard Museum into the Rice building. Perhaps the Shipyard could be urged to purchase the Rice building for this purpose.	Mark Alesse	Mar 17, 2016, 01:15 PM			Public Benefits	1
That building would make a great museum. I agree.	Todd Rollins	Mar 18, 2016, 08:33 AM			Public Benefits	1
Love this idea. Great use of this building. If this can't be done could we turn it into a Children's museum ?	Monique Hendriks	Mar 23, 2016, 11:46 PM			Public Benefits	1

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
My suggestion would be also to use the Rice Library building as a museum and special collections (antheneum), but to broaden its focus to include a lot more than just naval and naval shipyard relics.	Cathy Wolff	Mar 24, 2016, 04:35 PM			Public Benefits	1
Review traffic studies on 103, traffic circle and flow to 4 lanes to Navy Yard gate	Tom Hibsichman	Mar 17, 2016, 01:17 PM			Transportation,	1

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
<p>The Town Council is making a decision this evening (Mon 5/23) whether to continue to monitor for and fix water quality issues in Spruce Creek. Please write your councilors in support of this important work - show them that you care about public safety, economic well-being and environmental health. This is NOT a public hearing so you have to let the Town Council members know you care. PLEASE SHARE YOUR SUPPORT **TODAY** with council members via email - http://www.kitteryme.gov/Pages/KitteryME_Council/index. Thank you! Phyllis Ford, Spruce Creek Association</p>	Phyllis Ford	May 23, 2016, 08:52 AM			Other, Sustainable	1
<p>Concerned about too many signs... another sign for wear white at night & wear reflective tape?</p>	Tom Hibschan	Jun 10, 2016, 06:56 AM	43.084	-70.72004557	Opportunities	1

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
We have lots of street lights in town in very rural spots that probably don't see much traffic nor are they very dangerous. Is there an opportunity to cut down on light pollution and save \$ by turning these off (and maybe some day selling/recycling them)?	Phyllis Ford	Jun 02, 2016, 03:59 PM	43.09725	-70.70367336	Opportunities	1
there is no street light here	Deane Rykerson	Jun 02, 2016, 05:01 PM	43.09725	-70.70367336	Opportunities	1
Yeah, I just plopped the pin down. I'll start to take a look but I know there is one on Bond Road, which certainly is not high volume traffic at any hour.	Phyllis Ford	Jun 02, 2016, 05:07 PM	43.09725	-70.70367336	Opportunities	1
Solar-powered rectangular rapid flashing beacon for pedestrian crosswalk	Gary Beers	Jun 04, 2016, 01:32 PM	43.11176	-70.73429346	Opportunities	1
Starting at Hicks Rocks and extending to the old trestle is supposed to be 'NO WAKE' zone. We really need this marked clearly and enforced. A no wake buoy would help at the marked location. Thank You	Mike Varney	Jun 06, 2016, 01:14 PM	43.08246	-70.71938038	Challenges	1

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Same for Brave Boat Harbor with cigarette boats and larger power boats that tear up salt marsh in RCNWR.	Tom Hibschan	Jun 10, 2016, 06:53 AM	43.08246	-70.71938038	Challenges	1
Consider working waterfront self-guided tour to educate tourists. See: http://www.afsnet.org/news/262108/Working-Waterfront-Resources-of-Interest-to-Folklorists.htm	Jennifer Brewer	Jun 06, 2016, 09:16 PM	43.08378	-70.74944258	Opportunities	1
Extend shoulder on Route One Southbound across from Dunkin Donuts, approaching light at Haley	debbie driscoll davis	Jun 07, 2016, 09:26 AM	43.11909	-70.72410107	Challenges	1
Ban all use of traps that maim or snare throughout the town. This would apply to conservation areas and parks as well as other areas. Think of the wild animals as well as dogs and cats.	Stephen Hall	Jun 09, 2016, 04:17 PM	43.10029	-70.68054199	Opportunities	1
A four way stop sign at Whipple & Woodlawn, one at Manson and another at KCC would slow things down.	Tom Emerson	Jun 09, 2016, 09:23 PM	43.08811	-70.73575258	Challenges	1

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Walk/run/bike trail. (Closed when the train comes through.)	Erling Saevarsson	Jun 09, 2016, 10:55 PM	43.08795	-70.74493647	Opportunities	1
Construct sidewalk the length of Love Lane to provide safe pedestrian access to the same 'shortcut' that hundreds of speeding vehicles use. This would connect three heaviest use retail areas of town: post office, Foreside, and 'Gourmet Alley.'	Neil Portnoy	Jun 10, 2016, 04:27 PM	43.08865	-70.74552119	Opportunities	1
modify this road to be more attractive...change the name so NOT a by-pass of Kittery .. make it less of an arterial with tree islands, access to improved commercial facilities with visual barriers from parkway. Major attack needed on DOT status quo by elected reps D Lincoln	david lincoln	Jun 10, 2016, 04:38 PM	43.09615	-70.75063004	Challenges	1

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Trying for WOOD ISLAND, website says NOT in Kittery .. wrong-o !!! Hoe to stop concept of having tourist trap develop no this historic landmark, History could be shared by a series of dioramas located on Ft Foster , with visuals and editorial of lifesaving station in action , Ft Foster and WILSA mgmt. would have to think outside the box D Lincoln	david lincoln	Jun 10, 2016, 04:45 PM	43.06715	-70.69365263	Challenges	1
I know they were once a superfund site and may still be. The DEP and DOD share in the cleanup responsibility. Assurance from them that they have all chemicals, nuclear material, etc secured and protected from storm surge, flooding, etc. is important for this and all other local communities.	Gayle Wells	Jun 10, 2016, 08:06 PM	43.07931	-70.73422909	Challenges	1

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Wouldn't it be grand if the large asphalt space in front of the post office be converted into a little mixed use neighborhood - with a cluster of 3 story mixed use buildings, including and service retailers and electronic specialty shops D. Lincoln	david lincoln	Jun 11, 2016, 07:27 PM	43.09062	-70.73565259	Opportunities	1
Add crosswalk crossing 103 following Main St. This would connect with the suggested sidewalk in front of Loco Coco's parking lot fence.	Marissa Day	Jun 15, 2016, 11:21 PM	43.08687	-70.7469964	Challenges	1
This should be an opportunity, but I don't see an option to edit.	Marissa Day	Jun 15, 2016, 11:22 PM	43.08687	-70.7469964	Challenges	1

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Over the course of the next year we are planning a series of public forums focused on specific phases of the planning process and a continuous community conversation on-line, here, with you. Please participate as much as you can so that we are able to incorporate your concerns and desires regarding the future of Kittery, into the Plan. Let's work together to make Kittery an even better place to live, work and play!	Town of Kittery	Jan 07, 2016, 05:29 PM			Transportation,	0
what is plan timeline?	Tom Hibsichman	Feb 08, 2016, 06:38 PM			Other	0
Please see the timeline by clicking on 'Timeline' above. The Plan needs approval from Town Council and then it will go on the ballot for voter approval.	Town of Kittery	Feb 08, 2016, 06:53 PM			Other	0

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Please see the timeline by clicking on 'Timeline' above. The Plan needs approval from Town Council and then it will go on the ballot for voter approval.	Town of Kittery	Feb 08, 2016, 06:53 PM			Other	0
This used to be taught in schools. I think police officers could stop/talk with these folks and inform them. I agree that this is extremely important.... I don't think signage is the way... It is often more complicated i.e.: pedestrian with stroller, dog on leash, cell phone actively in use on wrong side of road. Probably not going to pay attention to a sign. But the kind officer with the important message would make the change happen.	Holly Elkins	Jun 10, 2016, 03:29 PM			Other	0
One of the goals of a Comprehensive Plan is to identify and preserve those features that make a community unique. What would you say makes Kittery unique?	Town of Kittery	Mar 12, 2016, 08:12 PM			Public Benefits	0

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Imagine you are king or queen for the day...	Town of Kittery	Mar 12, 2016, 08:13 PM			Public Benefits	0
I'd like to know what the shipyard and town have planned for the future. The traffic is unbearable and only gets worse with time and more are hired. One of the most important items in my mind.	Todd Rollins	Mar 17, 2016, 09:29 AM			Public Benefits	0
What kind of development (housing, commercial, industrial) would you consider to be desirable Where should it occur? Any specific desires or concerns?	Town of Kittery	Mar 12, 2016, 08:16 PM			Public Benefits	0
in the commercial corridors already connected to town sewer water	Tom Hibsichman	Mar 16, 2016, 12:45 AM			Public Benefits	0

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
York hospital building could have been better placed instead of right at the road. All new development should be kept to an appropriate size that reflects the community it will be inhabiting. That includes height and appropriate open space based on the building and it's setting. Maxing out a lot at the expense of a community should be avoided using reasonable parameters.	Gayle Wells	Jun 10, 2016, 07:58 AM			Public Benefits	0
(that you feel are important to change in the future)	Town of Kittery	Mar 12, 2016, 08:17 PM			Public Benefits	0
Traffic from the shipyard. Parking in Foreside sometimes an issue.	Todd Rollins	Mar 18, 2016, 08:33 AM			Public Benefits	0
(that you would want to ensure be preserved in the future)	Town of Kittery	Mar 12, 2016, 08:18 PM			Public Benefits	0
Foreside and sense of community are my favorites.	Todd Rollins	Mar 17, 2016, 09:31 AM			Public Benefits	0

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
<p>of Town Hall, DPW, Naval museum property to 2 or 3 real floors, move DPW water district west of 95 so no room for future casino. Send traffic up route 1 or south on bypass rather than sending more traffic into crowded Foreside. You could have quite the Navy Yard museum complex and relate to Thresher where most of the tourist traffic flow is passing by for a Discover Kittery&rdquo; center as well. Must be a left over a sub conning tower around to have public see from traffic circle (which will need to have more lanes added) Too bad the town has sold off some great parcels of real estate to watch others development successfully. Somewhat like a chess game with no space to move anymore and being down a lot of key pieces&hellip;Town seems to be in continual</p>	Tom Hibschman	Mar 16, 2016, 12:34 AM			Other, Transport	0
<p>Yes, the next public forum is on Saturday, June 11 at the STAR Theatre. It will most likely take place from 10:00 AM to 12:30 PM.</p>	Town of Kittery	Mar 16, 2016, 09:29 AM			Timeline	0

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Yes, the next public forum is on Saturday, June 11 from 10:00 AM - 12:30 PM at the STAR Theatre. Hope to see you all there!	Town of Kittery	Mar 24, 2016, 03:59 PM			Timeline	0
Why introduce more traffic to a congested area? Expand the Naval Museum at present site. Use space on 2nd floor of Town Hall. Keep tourists nearer traffic circle.	Tom Hibsichman	Jun 10, 2016, 07:15 AM			Public Benefits	0
Have traffic studies been reviewed? Consider new studies with recent library proposal plans by KCC revealed. Are the state / town study results posted somewhere? Noticed sign today on 95 'Museums Forts 3 miles' on south bound side near weigh station. No additional directional signs at exit 2 or 236?	Tom Hibsichman	Mar 17, 2016, 04:47 PM			Transportation,	0

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
The Planning Board should be charged with designating 'Scenic Roads' and 'Historic Buildings' within Kittery, and be given additional powers to protect them from over development or destruction. Recently, the 150 year old Hoyt House on Pepperrell Road was destroyed to make way for a new residence.	Mark Alesse	Mar 24, 2016, 04:10 PM			Public Benefits	0
I'm interested in being more involved in the CP, especially plans for Kittery's Foreside where I live. Plans to assure workforce housing also interest me. I can't find anywhere on this site notice of when your meetings are except for the public forums. Thank you. Cathy Wolff 10 Old Armory Way, Kittery, ME 603-617-9704	Cathy Wolff	Mar 24, 2016, 04:32 PM			Other	0

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Hi Cathy, the Comprehensive Update Committee meets every third Wednesday of the month, from 6:00 - 8:00 PM at Town Hall.	Town of Kittery	Mar 24, 2016, 04:55 PM			Other	0
Cathy, the agenda for that meeting is at http://www.kitteryme.gov/Pages/KitteryME_CPUCAgenda/2016%20Agendas/	Marissa Day	Apr 15, 2016, 10:54 PM			Other	0
Kittery is sending 3 or 4 participants to the 'Better Safe than Sorry' climate change workshop today	Russell White	Jun 21, 2016, 03:01 PM			Sustainability	0
What was the outcome of this wonder?	Todd Rollins	Jun 10, 2016, 10:32 AM			Other, Sustainability	0

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
The Council has provisionally approved this project and on Mon 6/13 will vote on which budget shall be used - http://www.kitteryme.gov/Pages/KitteryME_CouncilAgendas/2016%20Town%20Council%20Agendas/Regular%20Agenda%205-23-16%20without%20background%20notes.pdf . Thank you one and all for sharing in the conversation around this.	Phyllis Ford	Jun 10, 2016, 12:10 PM			Other, Sustainable	0
The whole of this area either side of the 103 bridge should be a wake zone. This is true until past the trestles off Bond Rd. Need no wake signage on both sides of bridge for sure.	Phyllis Ford	Jun 02, 2016, 03:49 PM	43.08713	-70.71826458	Challenges	0
Need an energy audit of all lighting. Booth Bay Harbor has an IDA (International Dark Sky lighting ordinance. Light pollution and wasted energy... sustainability opportunity for Town	Tom Hibschan	Jun 10, 2016, 07:05 AM	43.09725	-70.70367336	Opportunities	0

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Yes, Tom - I know our lighting budget in town is something like \$100K. And to be clear, we are talking about night time street lights - not stop lights/ traffic lights. Out Bartlett there are 6 or 7 lights until the York town line.	Phyllis Ford	Jun 10, 2016, 10:12 AM	43.09725	-70.70367336	Opportunities	0
I agree on the street lights. I thought the conversation was about traffic lights	Deane Rykerson	Jun 10, 2016, 01:29 PM	43.09725	-70.70367336	Opportunities	0
BUT preferably not shoved off on the edge of town. Integrating housing is essential to maintaining character, at least of Foreside.	Cathy Wolff	Jun 28, 2016, 06:59 AM	43.08901	-70.75152397	Opportunities	0
Would also help to increase enforcement of speed limits and post them.	Cathy Wolff	Jun 28, 2016, 06:57 AM	43.08363	-70.75074098	Opportunities	0
A crosswalk is needed	Tom Ryan	Jun 03, 2016, 10:19 AM	43.08516	-70.75301839	Opportunities	0
Walkable village zone - 1/2 mile on each side of town line with York	Gary Beers	Jun 03, 2016, 12:15 PM	43.13262	-70.70225716	Opportunities	0

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Need to change large lot zoning & setbacks to a village model	Tom Emerson	Jun 09, 2016, 10:00 PM	43.13262	-70.70225716	Opportunities	0
RRFB	Gary Beers	Jun 04, 2016, 01:33 PM	43.11369	-70.73178291	Opportunities	0
The town dock at Traip Academy is perfect for launching boats but a dinghy dock downtown would welcome boaters to the Foreside shops. There already is a private dock there which could be improved and made commercially viable. The area has a very limited number of dinghy accessible restaurants especially now that the Pepperell cove restaurant seems out of service. Pat S/V Blue Skies	Pat Tormey	Jun 06, 2016, 07:11 AM			Opportunities	0
Contain long term public infrastructure and services costs due to sprawling development, particularly along Route 1 http://www.strongtowns.org/t/he-growth-ponzi-scheme/	Jennifer Brewer	Jun 06, 2016, 09:12 PM	43.12038	-70.72049618	Challenges	0

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Maintaining much of the inside also matters. But definitely steps should be made to make sure it remains a public building -- not a restaurant or retail or high-end condos.	Cathy Wolff	Jun 28, 2016, 07:07 AM	43.0863	-70.74283361	Opportunities	0
At least reduce 1 parking space near the intersections on 103 with Main St, Otis, and Jones. It is difficult to see the traffic on 103 when pulling out of those streets because of the street parking.	Marissa Day	Jun 15, 2016, 11:23 PM	43.0865	-70.74598789	Opportunities	0
I'm all for bike lanes, but the parking on Walker is necessary to support the Foreside, especially to ward off the perceived need for a parking garage.	Cathy Wolff	Jun 28, 2016, 06:53 AM	43.0865	-70.74598789	Opportunities	0
Must keep on-street parking near Foreside for those with mobility challenges.	Cathy Wolff	Jun 28, 2016, 06:56 AM	43.08603	-70.74343443	Opportunities	0
A lot of activity in this area - this is a good idea to avoid congestion/accidents.	Nanci Lovett	Jun 07, 2016, 10:35 AM	43.11909	-70.72410107	Challenges	0

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
I want to support this twice, because this would not only connect the Boat slips and Traip academy to the Foreside, which would make it easier to utilize the parking there for events such as the Blockparty and more, but it could potentially also create a better pedestrian connection between the Foreside and Kittery Center.	Erling Saevarsson	Jun 28, 2016, 07:15 AM	43.08613	-70.73942184	Opportunities	0
lovely idea	Cathy Wolff	Jun 28, 2016, 06:50 AM	43.09597	-70.74178219	Opportunities	0
get rid of used vehicle debris at locations claiming to be garages, and improve appearance to Kittery. If code needs changing ..do it ..then enforce it !! D Lincoln	david lincoln	Jun 08, 2016, 09:09 AM	43.12613	-70.72193986	Challenges	0
Great office space	Chris DiMatteo	Jun 08, 2016, 02:22 PM	43.1013	-70.74324131	Opportunities	0
and more benches	Cathy Wolff	Jun 28, 2016, 07:04 AM	43.08511	-70.75046182	Opportunities	0
No dogs during summer months at JPJ park.	Tom Hibsichman	Jun 10, 2016, 06:44 AM	43.08384	-70.75122356	Challenges	0

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
And those emergency plans need to include from the Yard it's plans for dealing with the huge amounts of radioactive and other toxic materials located there.	Cathy Wolff	Jun 28, 2016, 06:55 AM	43.08152	-70.72740555	Challenges	0
Yes!	Cathy Wolff	Jun 28, 2016, 07:02 AM	43.08091	-70.73448658	Challenges	0
which road? comments don't show where they correspond with map.	Cathy Wolff	Jun 28, 2016, 07:07 AM	43.09615	-70.75063004	Challenges	0
Extend the side walk to the traffic circle -- wouldn't it be nice to be able to walk to Town Hall?	Debra Kam	Jun 10, 2016, 07:43 PM	43.10037	-70.74225426	Opportunities	0
Actually, the Yard had several designated superfund sites. Not sure current status. Lots of mercury involved.	Cathy Wolff	Jun 28, 2016, 07:11 AM	43.07931	-70.73422909	Challenges	0
and maybe workforce housing?	Cathy Wolff	Jun 28, 2016, 07:08 AM	43.09062	-70.73565259	Opportunities	0

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Let's teard down the KCC annex, before any money is spent on new roofing, and build a youth oriented connection facility which includes traditional library offerings but adds the elements proposed in the Traip CPU survey D. Lincoln	david lincoln	Jun 11, 2016, 07:30 PM	43.0972	-70.73591008	Opportunities	0

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Let's find a way to support the work of the Kittery Land Trust, both financially and by using their expertise to actualize the Comp Plan. The Land Trust is doing EXACTLY what citizens of Kittery appear to be saying, which is that we want done...which is the preservation of our historic and rural resources, unspoiled and rural resources, unspoiled landscapes, and as yet, clean water bodies. KLT is a Kittery non-profit, comprised of Kittery people and dedicated to all of Kittery's betterment. I for one, would like to see the Town use this dedicated group of our neighbors to achieve some of the goals of the new Comprehensive Plan. It just makes sense to let them help us implement our own Comp Plan.	Mark Alesse	Jun 12, 2016, 11:54 AM			Opportunities	0
Enhance community skating facilities	Jeff Clifford	Jun 14, 2016, 04:17 PM	43.09268	-70.75229645	Opportunities	0

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
It would be great to see a composting section located next to the recycle/trash windows. I'm aware that there is a mound in the back, but that is not convenient and I'm not sure if it is restricted to lawn/garden materials.	Marissa Day	Jun 15, 2016, 11:27 PM	43.11843	-70.75334787	Opportunities	0
Who owns this space of grass in front of Kate's, along the bridge, and out to the water? It has an opportunity for a public pier very similar to Portsmouth's on the opposite side of the river.	Marissa Day	Jun 15, 2016, 11:32 PM	43.0813	-70.75207114	Opportunities	0

Kittery Comprehensive Plan Update
 CoUrbanize Comments - July 2016

COMMENT	CREATOR	DATE CREATED	LAT	LONG	TAG	VOTES
Establish a Town position, either salaried or hourly consultant, who is responsible, and paid, to secure grants which fund studies and implementation of Town needs,; such as relocation of KWT replaced with mixed use, affordable housing elimination of derelict structures ...establishment of Town waterfront, historical parks ... recognition and parades on Veterans Day, and 4th of July, ... blessing of the fishing fleet on the back channel	david lincoln	Jun 17, 2016, 09:45 AM	43.10169	-70.74203239	Challenges	0
KPA needs to also police and indicate with clear signage no PWC. Jet skis often enter the Spruce Creek basin and operate at high speeds. Noise issue and safety issue to many kayacks and swimmers.	Margaret Allen	Jun 28, 2016, 01:32 PM	43.08466	-70.71461678	Challenges	0

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Kittery Comprehensive Plan

Kittery, ME

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[Sustainability](#)
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[Other](#)



Ride Right ... Walk Left signage needed
 (/user/3764/)
 Mark Alesse (/user/3764/)

Many people walk and run on the wrong side of the road with their backs to oncoming traffic. Recently, a young woman was hit and killed in York because she was on the wrong side of the road and did not see a car coming toward her.

Bicyclists know they should ride on the right, with traffic. Runners and walkers seem not to know they should be on the left side facing oncoming traffic.

I suggest that the town post signage on all major roadways (Rt. 103, Haley Rd., Rogers Rd., Rt 1, etc.) informing people of this important advice.

Other

Support Reply Share Mar 12, 2016, 04:47 PM

▲

You and 1 supporter, including debbie driscoll davis

Write a reply...

View 1 more reply



Tom Hibschman (/user/3347/)
 (/user/3347/)

wear light clothing / reflective at night dusk

Support Share Mar 16, 2016, 12:44 AM



Todd Rollins (/user/3818/)
 (/user/3818/)

The sidewalk that has been approved, planned and funded for years along 103/Whipple needs to be completed before someone gets run over.

Support Share Mar 17, 2016, 09:28 AM



Tom Hibschman (/user/3347/)
 (/user/3347/)

Get Involved.

Project developers want to hear from you. What do you think of this project? What are your ideas to make it better?

Submit

Participation in the coUrbanize Community Forum is subject to our Community Guidelines.
 (/help/#community)

- + Following
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About this Project ⚙️

The Town of Kittery has taken several opportunities to reflect on its past development and determine a direction for the community's future through the comprehensive planning process. The Town completed this process as early as 1958 and has made updates to those findings and recommendations several times since. The most recent effort was a 1999 update to the Kittery Comprehensive Plan, adopted in 2002. It is time to undertake the effort again!

Click here to see the planning process diagram
http://kitteryme.gov/Pages/KitteryME_CompPlan2015/

http://www.courbanize.com/kittery-comprehensive-plan/comments

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Spent any funds to widen the traffic circle & corridor from traffic circle to Navy Yard gate to 4 lanes.

Suggest portions of 103 be closed except to residents on 103 perhaps on Sundays for certain hours. In NYC, Park ave. was closed for certain hours. In Cambridge, Ma Memorial drive is closed on Sundays.

Also, add hundreds of motorcycles & car road rallies to the mix on 103 in the summer.

Speed limit is not enforced on 103... police could use the speed indicator reminder unit to slow.

Support 1 Share Mar 17, 2016, 01:14 PM



"no idling" signs/ordinances; "no excessive noise" signs/ordinances
(/user/3744/)

Lynn Bowditch (/user/3744/)

Hi - I own the Portsmouth Harbor Inn & Spa just off Route 1 on Water St. It is unlikely that I'll be able to make the meeting this Saturday, as I don't have coverage.

So I'd like the town to take appropriate action:

1. to enact ordinances:
 - a. prohibiting idling of all types of engines on the public roads (e.g., while waiting for one of the bridges to open), and
 - b. prohibiting excessive noise on the public roads;

2. to have signs printed and installed on the public roads advising of these no-idling and no excessive noise ordinances; and

3. to enforce these ordinances with fines. And actually make their enforcement a priority - when the Memorial Bridge is up, it is terribly noisy from the Bridge out to Government Street at least, and the air stinks of exhaust. Cars, truck and motorcycles sit, the trucks and cycles rev their engines, and pollute the air. The noise ordinance also applies particularly to trucks and cycles, which frequently have totally inadequate mufflers, and, again, rev their engines along this stretch of Rte 1 to the Bridge. It really spoils the atmosphere of the neighborhood down by the River.

Please contact me if you'd like to discuss.

Lynn Spann Bowditch
info@innatportsmouth.com (mailto:info@innatportsmouth.com)
207-439-4040

◆ Sustainability

Support Reply Share Mar 11, 2016, 01:41 PM



You and 1 supporter, including debbie driscoll davis



Tom Hibschan (/user/3347/)

One "No idling" Sign exits now in Traip parking lot.
Agree we need many more....including our parks & outlets

Support Share Mar 16, 2016, 12:42 AM



Is next public forum June 11?
(/user/3347/)

Tom Hibschan (/user/3347/)

Is Next public forum June 11?

◆ Timeline

Support Reply Share Mar 16, 2016, 01:06 AM

Here is your opportunity to participate in shaping the future of our Town!



Click on FOLLOW (above) and automatically receive updates!

Click on COMMUNITY FORUM (above) to join an on-line Community Conversation.

You support this

Write a reply...



(/kittery-comprehensive-plan/project-developer/)

Town of Kittery (/kittery-comprehensive-plan/project-developer/)

Yes, the next public forum is on Saturday, June 11 at the STAR Theatre. It will most likely take place from 10:00 AM to 12:30 PM.

Support Share Mar 16, 2016, 09:29 AM



(/kittery-comprehensive-plan/project-developer/)

Town of Kittery (/kittery-comprehensive-plan/project-developer/)

Yes, the next public forum is on Saturday, June 11 from 10:00 AM - 12:30 PM at the STAR Theatre. Hope to see you all there!

Support Share Mar 24, 2016, 03:59 PM



What to do with the Rice Library building?

(/user/3764/)

Mark Alesse (/user/3764/)

If a new library is built, a suitable use must be found for the old Rice Library building. My suggestion would be to move the Kittery Naval Museum and the Portsmouth Naval Shipyard Museum into the Rice building. Perhaps the Shipyard could be urged to purchase the Rice building for this purpose.

Public Benefits

Support Reply Share Mar 17, 2016, 01:15 PM

1 supporter, including Monique Hendriks

Write a reply...



(/user/3818/)

Todd Rollins (/user/3818/)

That building would make a great museum. I agree.

Support Share Mar 18, 2016, 08:33 AM



(/user/3790/)

Monique Hendriks (/user/3790/)

Love this idea. Great use of this building. If this can't be done could we turn it into a Children's museum ?

Support 1 Share Mar 23, 2016, 11:46 PM



(/user/3890/)

Cathy Wolff (/user/3890/)

My suggestion would be also to use the Rice Library building as a museum and special collections (antheneum), but to broaden its focus to include a lot more than just naval and naval shipyard relics.

Support Share Mar 24, 2016, 04:35 PM



4. Looking ahead, what would you say will be some of the important issues we should take into account when planning for the future?

(/kittery-comprehensive-plan/project-developer/)

Town of Kittery (/kittery-comprehensive-plan/project-developer/)

Opportunities (how should we take advantage of these?)

Challenges (how should we address these?)

Public Benefits

Support Reply Share Mar 12, 2016, 08:14 PM

1 supporter, including Town of Kittery

Write a reply...

View 1 more reply



Monique Hendriks (/user/3790/)

Kittery has been going through some real positive changes in the last few (5?) years. Restaurants, bars, coffee shops are doing really well. We should:

Build a business environment and infrastructure that should support continued growth in a structured way. It is clear that with this positive growth traffic to downtown is increasing and we would need appropriate parking options to continue to support more growth. Parking should be made available outside the heart of the town. Create or improve safe bike roads and pedestrian walkways from a "new to be developed parking option" to down town Kittery. Keep car traffic out of town to allow for more development downtown and avoid congestion, more terras options.

Make public playgrounds available that are safe and can be accessed by safe walk ways or bike roads. Kids should have a place to meet other kids and entertain themselves :play basketball, table tennis, use swings or just ride their bikes together. Technology is a must these days and you can't keep them 100% away from lpads/phones but we should give them easy access to other options that improve social and communication skills which they will need later in any business environment. Negotiations start early in life.... Obviously the playgrounds should be in a safe environment separated from traffic (fence) so parents can feel secure and comfortable to have them go on their own.

The Rec center is already a great success, again get easier access via walks ways and bike roads.

Support 3 Share Mar 14, 2016, 11:21 PM



Tom Hibschan (/user/3347/)

Sustainability, International Dark Sky lighting

Support 1 Share Mar 16, 2016, 12:46 AM



Tom Hibschan (/user/3347/)

Apply ordinances now that rather than waiting until 2107 to start.

Protect scenic views with limit on fence height of 3 feet.

LED lighting ordinances no animated signs & limit on lumen output.

Support Share Mar 16, 2016, 12:52 AM



3. What are your thoughts regarding additional development in Kittery?

(/kittery-comprehensive-plan/project-developer/)

Town of Kittery (/kittery-comprehensive-plan/project-developer/)

What kind of development (housing, commercial, industrial) would you consider to be desirable Where should it occur? Any specific desires or concerns?

Public Benefits

Support Reply Share Mar 12, 2016, 08:16 PM



Support this comment.

Write a reply...



Tom Hibschan (/user/3347/)

in the commercial corridors already connected to town sewer & water

Support Share Mar 16, 2016, 12:45 AM



Tom Hibschan (/user/3347/)

Public transportation!

Support 1 Share Mar 16, 2016, 12:47 AM



Tom Hibschan (/user/3347/)

Seek public transportation system funding with town vans.

Traffic light at KCC...pedestrian activated.

Support 2 Share Mar 17, 2016, 01:20 PM



6. What makes Kittery unique?

(/kittery-comprehensive-plan/project-developer/)

Town of Kittery (/kittery-comprehensive-plan/project-developer/)

One of the goals of a Comprehensive Plan is to identify and preserve those features that make a community unique.

What would you say makes Kittery unique?

Public Benefits

Support Reply Share Mar 12, 2016, 08:12 PM



Support this comment.

Write a reply...



1. What are your FAVORITE things about Kittery?

(/kittery-comprehensive-plan/project-developer/)

Town of Kittery (/kittery-comprehensive-plan/project-developer/)

(that you would want to ensure be preserved in the future)

Public Benefits

Support Reply Share Mar 12, 2016, 08:18 PM



Support this comment.

Write a reply...



Todd Rollins (/user/3818/)

Foreside and sense of community are my favorites.

Support Share Mar 17, 2016, 09:31 AM



imagine

(/user/3347/)

Tom Hibschan (/user/3347/)

So imagine redesign rebuild all of Town Hall, DPW, Naval & museum property to 2 or 3 real floors, move DPW & water district west of 95 so no room for future casino. Send traffic up route 1 or south on bypass rather than sending more traffic into crowded Foreside. You could have quite the Navy Yard museum complex and relate to Thresher where most of the tourist traffic flow is passing by for a "Discover Kittery" center as well. Must be a left over a sub conning tower around to have public see from traffic circle (which will need to have more lanes added)

Too bad the town has sold off some great parcels of real estate to watch others development successfully. Somewhat like a chess game with no space to move anymore and being down a lot of key pieces...Town seems to be in continual stalemate or always "checking" itself.

The "Discovery Maine Center" is already in Kittery just off 95. So the Town could buy up property near there & build as well. Would be fun for tourists to do ropes and visit a submarine & Navy Yard museum up there too.

The citizens need to attend Council Meetings with action steps they want Town to take. Steps that are justified by concrete facts not emotions. Hopefully all the Town Council will attend forums.

Would like to see ordinances soon rather than wait until plan over in 2017. Embrace town wide sustainable practices now.

"The great arrogance of the present is to forget the intelligence of the past" Ken Burns

- Other
- Transportation
- Timeline
- Sustainability
- Retail Ideas
- Public Benefits
- Housing
- Commercial space

Support Reply Share Mar 16, 2016, 12:34 AM



Support this comment.



2. What are your LEAST favorite things about Kittery?

(/kittery-comprehensive-plan/project-developer/)
 Town of Kittery (/kittery-comprehensive-plan/project-developer/)

(that you feel are important to change in the future)

- Public Benefits

Support Reply Share Mar 12, 2016, 08:17 PM



Support this comment.



Todd Rollins (/user/3818/)
 (/user/3818/)

Traffic from the shipyard. Parking in Foreside sometimes an issue.

Support Share Mar 18, 2016, 08:33 AM



5. If you could do one thing to improve Kittery, what would it be?

(/kittery-comprehensive-plan/project-developer/)

Information (/kittery-comprehensive-plan/information) Updates (/kittery-comprehensive-plan/updates) Timeline (/kittery-comprehensive-plan/timeline) FAQ (/kittery-comprehensive-plan/faq)

Imagine you are king or queen for the day...

- Public Benefits

Support Reply Share Mar 12, 2016, 08:13 PM



Support this comment.



when will the plan be completed and is there a public vote?

(/user/3347/)

Tom Hibschan (/user/3347/)

what is plan timeline?

Other

Support Reply Share Feb 08, 2016, 06:38 PM



Support this comment.

Write a reply...



(/kittery-comprehensive-plan/project-developer/)

Town of Kittery (/kittery-comprehensive-plan/project-developer/)

Please see the timeline by clicking on "Timeline" above. The Plan needs approval from Town Council and then it will go on the ballot for voter approval.

Support 1 Share Feb 08, 2016, 06:53 PM



(/kittery-comprehensive-plan/project-developer/)

Town of Kittery (/kittery-comprehensive-plan/project-developer/)

Please see the timeline by clicking on "Timeline" above. The Plan needs approval from Town Council and then it will go on the ballot for voter approval.

Support Share Feb 08, 2016, 06:53 PM



Public pier on the Piscataqua River?

(/user/3927/)

Marissa Day (/user/3927/)

Portsmouth Prescott Park has 3 wooden piers and the city recently added another in front of Memorial park off the Daniel St/State St loop under the Memorial bridge. Would people enjoy a pier in Kittery Foreside? If so, where could it be?

The only pier in Kittery I'm aware of is the one at Fort Foster.

Other Public Benefits

Support Reply Share Apr 15, 2016, 11:07 PM



Support this comment.

Write a reply...



Welcome to the Kittery Comprehensive Plan Community Conversation!

(/kittery-comprehensive-plan/project-developer/)

Town of Kittery (/kittery-comprehensive-plan/project-developer/)

Over the course of the next year we are planning a series of public forums focused on specific phases of the planning process and a continuous community conversation on-line, here, with you. Please participate as much as you can so that we are able to incorporate your concerns and desires regarding the future of Kittery, into the Plan.

Let's work together to make Kittery an even better place to live, work and play!

Transportation Sustainability Public Benefits Housing Commercial space

Support Reply Share Jan 07, 2016, 05:29 PM



Support this comment.

Write a reply...



CP meeting schedule? How to get more involved?

(/user/3890/)

Cathy Wolff (/user/3890/)

I'm interested in being more involved in the CP, especially plans for Kittery's Foreside where I live.

Plans to assure workforce housing also interest me.

I can't find anywhere on this site notice of when your meetings are except for the public forums.

Thank you.

Cathy Wolff
10 Old Armory Way, Kittery, ME
603-617-9704

Other

Support Reply Share Mar 24, 2016, 04:32 PM

Support this comment.

Write a reply...



(/kittery-comprehensive-plan/project-developer/)

Town of Kittery (/kittery-comprehensive-plan/project-developer/)

Hi Cathy, the Comprehensive Update Committee meets every third Wednesday of the month, from 6:00 - 8:00 PM at Town Hall.

Support Share Mar 24, 2016, 04:55 PM



Marissa Day (/user/3927/)

Cathy, the agenda for that meeting is at http://www.kitteryme.gov/Pages/KitteryME_CPUCAgenda/2016%20Agendas/

Support Share Apr 15, 2016, 10:54 PM



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daphne@community-circle [Submit](#)

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Kittery Comprehensive Plan Update

Teen Voice: May 20, 2016 Traip Academy

A visioning session was held at the Traip Academy and led by high school students who had attended the Comprehensive Plan town-wide public forum. The Consultant Team provided support and guidance. The following is input received at the teen forum.

#1

Favorites:

- Historical Sites (Forts, etc.)****
- Beaches*
- Small Community*
- Accepting Local People*
- Clean Environment*
- Forests and scenic beauty**
- Not Too urban
- Shipyard
- Food
- Kittery Block Party
- "Wood Island"
- Outlets
- Open Space to Build on
- Small School

Least Favorite:

- Not "Green"/Pollution*
- Culture of community
- Motels on by pass (Attracting drug dealers and crime)
- Poor Maintenance @ Athletic Fields (Need Improvements)
- Lack of athletic fields/space. (Need Expansion)**
- Shipyard/236 Traffic***
- Road conditions*
- Town Council
- Tourist Attractions
- Wasting land that is for animals
- No "Teen" places

#2/3 What do we want to add/change in Kittery?

- Small Local business
- Parking Garage**
 - In Foreside
- Bike Racks
- Bike Friendly Roads***
- Electric Charger for Cars
- Malls
 - Challenge: Balance between Pedestrians and traffic
 - Attract online businesses (i.e, Ebay Store)
- Companies that will employ teenagers
- Clean up abandoned building on Route 1*
 - "Hive" for bad things

Kittery Comprehensive Plan Update

- Turn into Place for Teens
- Community Health Center
 - Help drug problem
- Parking***
- Expanding housing
- Creating policies and codes
- Bring more business
 - Challenge: Need Land, Need housing
- Additions to Foreside*
- Sports Fields**
- More attractions (Make Kittery known for something besides the outlets)
- Add more to our Parks
 - Ice Cream stands
 - Floats sales
- Housing
- Don't impede on Nature
- Don't Expand too much commercialization
- Development near the outlets
- Bridges across Route 1
- "De-Franchise"
- Public Transportation**
 - Shuttles
- Sidewalks
- Hotels (not Motels)
 - A "Maine Style Motel"
- Tours
 - Given by Traip Students
- Places for Teens**
 - Skate Parks
 - Public Pools
- Music Venues
- Nature Trails Connecting Parts of Kittery
- Soup Kitchen*
- Being more efficient/"Green"
 - Mandatory Compost
- Preserving Land

Library:

- Keeping it where it is
 - Beautiful, Sound building
 - Centralized
 - One less thing to worry about if remains in current location*
 - Consolidate building in the Rice Building*
- Moving it to the KCC
 - Would be accessible from the Rec
 - Closer to neighborhoods
 - An unnecessary project to move it to the KCC
 - Without eliminating playing field
- Sell The newer building*
 - Attract a new business in its place
- During the summer put library in Star Theatre, move Star Theatre outside

Kittery Comprehensive Plan Update

-

Hunting in Town Forest:

- Town Forest Needs to be preserved, No Hunting
- Scheduled Hunting Times*
- Signed
- Eliminate all Hunting in Town Forest*
-

Dogs:

- Leash Law must be enforced
- Dogs should be allowed in public areas
- Dog poop control
 - More trash cans
 - Compost bins for dog poop

School:

- Create more Options
- Take advantage of Location*
 - Water/Dock
- Put better use to space
- Build relationship with Navy Yard
- Fundraising through Tourists
 - "School Store"
 - Sell School merchandise (Student Art, Athletic Gear, etc.)
 - Teach kids a class through the store, learning how to manage money, etc.

#4

One Thing:

- Teen Center/Activities*
- Connect the different aspects of town
- Athletic Fields
- Making Kittery "Green"
- Connect school to community**
- Small Local Business



Visit the town's website for more info:

http://www.kitteryme.gov/Pages/KitteryME_News/057CC65F-000F8513

Kittery Comprehensive Plan Top 25 Key Recommendations

(Numbering does not in anyway indicate priority)

The following are the Top 25 recommendations of the Comprehensive Plan. They have been informed by an assessment of existing conditions and predictable trends, public input, discussions with the Steering Committee and Town Staff, State of Maine requirements, and best practice.

Please indicate whether you support these recommended strategies.

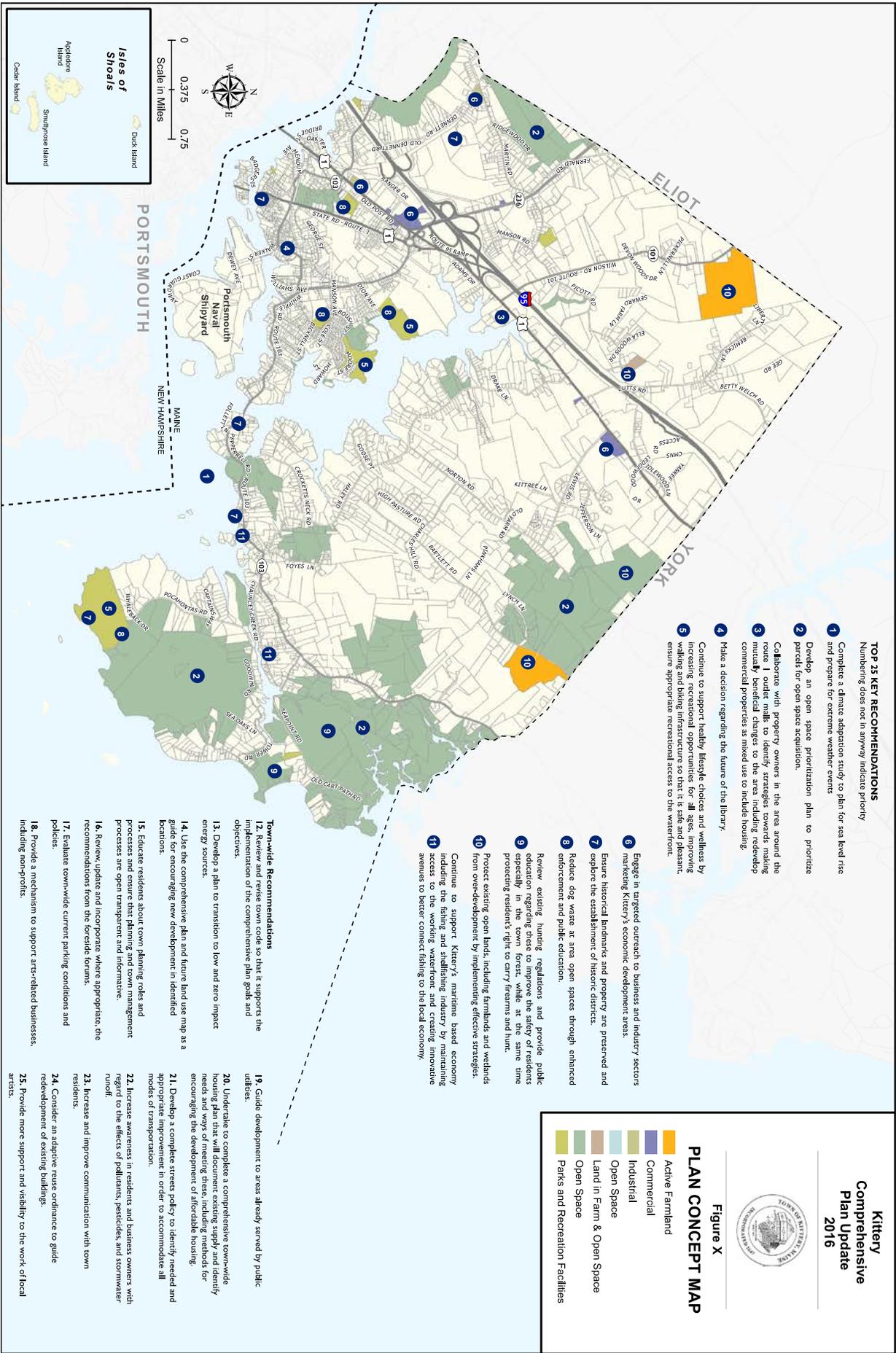
Please fill out and return either by mail, emailing a scan to cdimatteo@kitteryme.org or drop this off at the Planning and Code Counter, Town Hall, ideally by 11/30.

Please indicate your support the following top goal recommendations?	0: No support 1: Low priority 2: Medium priority 3: High Priority
1. Complete a Climate Adaptation Study to plan for sea level rise and prepare for extreme weather events	
2. Develop a Plan to for Town facilities and property owners to transition to low and zero impact energy sources	
3. Develop an open space prioritization plan in coordination with the Kittery Land Trust to prioritize parcels for open space acquisition	
4. Use the Comprehensive Plan and Future Land Use Map as a guide for encouraging new development in identified locations, while protecting open spaces, agricultural land, and natural and historical resources while keeping in mind that climate change and areas at risk will change the overlay map	
5. Collaborate with property owners in the area that includes the Route 1 Outlet Malls to identify strategies for appropriate and viable future redevelopment, including exploring options to provide mixed use opportunities for commercial properties (e.g. including housing)	
6. Educate residents about town planning roles and processes and ensure that planning and Town management processes are open transparent and informative.	
7. Develop a long-range facility plan for the library .	
8. Continue to support healthy lifestyle choices and wellness by increasing recreational opportunities for all ages, improving walking and biking infrastructure so that it is safe and pleasant, ensure appropriate recreational access to the waterfront	
9. Review, update and incorporate where appropriate, the recommendations from the Foreside Forums.	
10. Continue to support Kittery's maritime based economy including the fishing and shellfishing industry by maintaining access to the working waterfront and creating innovative avenues to better connect fishing to the local economy	
11. Engage in targeted outreach to business and industry sectors marketing Kittery's economic development areas.	
12. Undertake to complete a Comprehensive town-wide Housing Plan that will document existing supply and identify needs and ways of meeting these, including methods for encouraging the development of affordable housing	

Kittery Comprehensive Plan Top 25 Key Recommendations

Please indicate your support the following top goal recommendations?	0: No support 1: Low priority 2: Medium priority 3: High Priority
13. Develop a Complete Streets Policy to identify needed and appropriate improvement in order to accommodate all modes of transportation and make streets attractive and safe which would encourage more pedestrian and biking activities.	
14. Evaluate Town-wide current parking conditions and policies	
15. Ensure historical landmarks and property are preserved and explore the establishment of historic districts	
16. Provide a mechanism to support arts-related businesses , including non-profits, by means of the town's operating budget or Instituting a "Percent for Art" program in the construction of public improvements.	
17. Reduce dog waste at area open spaces through enhanced enforcement and public education	
18. Review existing hunting regulations and provide public education regarding these to improve the safety of residents especially in the Town Forest, while at the same time protecting resident's right to carry firearms and hunt	
19. Increase awareness in residents and business owners with regard to the effects of pollutants, pesticides, and Stormwater runoff	
20. Guide development to areas already served by public utilities, such as sewer and water.	
21. Protect existing open lands , including farmlands and wetlands from over-development by implementing effective land use and zoning strategies	
22. Increase and improve communication with Town residents	
23. Consider an Adaptive Reuse Ordinance to guide redevelopment of existing buildings	
24. Provide more support and visibility to the work of local artists such as developing a public art program that may include placing the work of Kittery's visual artists within the Kittery landscape on a rotating basis	
25. Review and revise Town Code so that it supports the implementation of the Comprehensive Plan goals and objectives, is clear, promotes best practice, and is easy to use	

Kittery Comprehensive Plan Top 25 Key Recommendations



Please indicate your support the following top goal recommendations?

	# High Priority	# Med Priority	# Low Priority	# No Priority	# No answer	% OF PARTICIPANTS (BASED ON PRIORITY)	HIGH	MED	LOW	NO	MED TO HIGH	LOW TO NO PRIORITY	MEAN
1. Complete a Climate Adaptation Study to plan for sea level rise and prepare for extreme weather events	2 2 3 2 1 2 3 2 2 3 0 3 3 3 2 3 3 3 3 0 3 3 0 2 0	15	10	1	4	50.0%	33.3%	3.3%	13.3%	25	83.3%	5 16.7%	2.2
2. Develop a Plan to for Town facilities and property owners to transition to low and zero impact energy sources	2 3 2 1 2 2 1 3 3 1 3 2 3 2 3 2 3 3 3 1 3 1 1 0 2 0	12	10	6	2	40.0%	33.3%	20.0%	6.7%	22	73.3%	8 26.7%	2.1
3. Develop an open space prioritization plan in coordination with the Kittery Land Trust to produce parcels for open space acquisition	3 3 3 1 3 3 1 2 3 3 2 1 3 2 3 3 1 3 2 2 2 2 2 3 0	16	9	4	1	53.3%	30.0%	13.3%	3.3%	25	83.3%	5 16.7%	2.3
4. Use the Comprehensive Plan and Future Land Use Maps as a guide for encouraging new development in areas that are already developed and encourage development at risk will change the overlay map	3 3 3 2 3 2 2 2 3 3 3 3 3 3 2 3 2 3 3 2 3 3 3 3 0	21	8	0	1	70.0%	26.7%	0.0%	3.3%	29	96.7%	1 3.3%	2.6
5. Collaborate with property owners in the area that includes the Route 1 Outlet Mall to identify strategies for appropriate and viable future redevelopment, including exploring options to provide mixed use opportunities for commercial properties (e.g. including housing)	2 3 1 1 3 3 3 3 1 2 3 3 2 2 2 1 3 2 0 2 3 3 2 2 2 3 1 0	12	11	5	2	40.0%	36.7%	16.7%	6.7%	23	76.7%	7 23.3%	2.1
6. Educate residents about town planning roles and processes and ensure that planning and Town management processes are open transparent and informative.	3 3 2 2 3 3 3 3 3 3 3 1 3 2 2 1 3 2 2 3 3 3 3 3 3 3 0	20	6	2	1	66.7%	20.0%	6.7%	3.3%	26	86.7%	3 10.0%	2.5
7. Develop a long range facility plan for the library.	1 1 1 1 3 1 2 2 3 2 3 1 2 3 3 2 2 2 3 2 0 2 2 3 3 2 0	11	11	5	2	36.7%	36.7%	16.7%	6.7%	22	73.3%	7 23.3%	2.0
8. Continue to support healthy lifestyle choices and wellness by increasing recreational opportunities for all ages, improving walking and biking infrastructure so that it is safe and pleasant, ensure appropriate recreational access to the waterfront	3 3 3 3 3 3 2 3 3 2 3 3 2 3 3 1 3 3 3 3 3 3 3 3 2 2 0	20	8	1	1	66.7%	26.7%	3.3%	3.3%	28	93.3%	2 6.7%	2.6
9. Review update and incorporate where appropriate, the recommendations from the Forefiled Forums.	2 1 0 2 1 2 3 3 2 2 1 3 2 2 2 1 1 2 2 3 2 2 2 3 2 0	5	15	5	2	16.7%	50.0%	16.7%	6.7%	20	66.7%	7 23.3%	1.7
10. Continue to support Kittery's maritime based economy including the fishing and shellfishing industry by maintaining access to the working waterfront and creating innovative avenues to better connect fishing to the local economy	3 3 2 2 3 2 3 3 3 3 2 2 2 3 1 1 1 3 2 3 3 3 3 1 1 3 0	17	7	5	1	56.7%	23.3%	16.7%	3.3%	24	80.0%	6 20.0%	2.3
11. Engage in targeted outreach to business and industry sectors marketing Kittery's economic development areas.	1 2 0 1 3 1 3 1 3 2 2 1 3 1 1 2 2 1 1 2 2 0 1 3 3 3 2 2 3 2 0	8	10	9	3	26.7%	33.3%	30.0%	10.0%	18	60.0%	12 40.0%	1.8
12. Undertake to complete a Comprehensive Town wide Housing Plan that will document existing supply and identify needs and steps of meeting these, including methods for encouraging the development of affordable housing	3 3 1 1 2 3 3 2 3 3 2 3 3 3 2 1 3 1 3 3 2 3 3 0 1 0 3 3 3 2 0	18	6	3	3	60.0%	20.0%	10.0%	10.0%	24	80.0%	6 20.0%	2.3
13. Develop a Complete Streets Policy to identify needed and appropriate improvement in order to accommodate all modes of transportation and make streets attractive and safe which would encourage more pedestrian and biking activities.	2 3 3 3 3 3 2 2 3 3 1 3 3 2 2 3 2 2 2 3 3 3 2 2 2 1 1 0	14	11	3	1	46.7%	36.7%	10.0%	3.3%	25	83.3%	4 13.3%	2.2
14. Evaluate Town wide current parking conditions and policies	2 1 1 1 1 3 2 2 2 3 1 1 1 2 2 1 1 3 2 2 3 2 2 3 3 2 1 0	6	12	10	1	20.0%	40.0%	33.3%	3.3%	18	60.0%	11 36.7%	1.7
15. Ensure historical landmarks and property are preserved and explore the establishment of historic districts.	3 1 1 1 3 3 2 2 3 3 3 2 2 2 3 2 1 2 3 0 3 1 2 1 2 3 2 3 0	12	10	5	2	40.0%	33.3%	16.7%	6.7%	22	73.3%	7 23.3%	2.0
16. Provide a mechanism to support arts-related businesses, including non-profits, by means of the town's operating budget or instituting a Percent for Art program in the construction of public improvements.	1 1 2 2 2 2 1 2 3 2 3 2 0 2 2 2 2 2 3 3 3 2 1 2 2 2 0 0	5	16	4	4	16.7%	53.3%	13.3%	13.3%	21	70.0%	8 26.7%	1.7

17. Reduce dog waste at area open spaces through enhanced enforcement and public education	3 2 2 2 2 1 1 3 0 2 2 3 2 2 2 1 3 2 2 1 2 2 3 1 2 3 3 0	9	12	7	2	0	30.0%	40.0%	23.3%	6.7%	21	70.0%	9	30.0%	1.9
18. Review existing hunting regulations and provide public education regarding these to hunters, landowners, and property owners, while at the same time protecting residents' right to own firearms and hunt	3 2 0 1 3 2 2 1 3 3 2 3 1 1 1 1 1 1 3 0 1 2 2 2 2 1 3 3 1 0	8	8	11	3	0	26.7%	26.7%	36.7%	10.0%	16	53.3%	14	46.7%	1.7
19. Increase awareness in residents and business owners with regard to the effects of pollutants, pesticides, and Stormwater runoff	2 3 3 1 3 2 3 2 3 3 3 3 1 3 2 2 3 1 3 3 3 3 2 2 2 1 3 2 3 0	16	9	4	1	0	53.3%	30.0%	13.3%	3.3%	25	83.3%	5	16.7%	2.3
20. Guide development to areas already served by public utilities, such as sewer and water.	3 3 3 1 2 2 3 2 3 3 3 3 2 2 2 1 2 2 2 3 0 3 3 2 2 2 2 2 1 3 0	11	14	3	2	0	36.7%	46.7%	10.0%	6.7%	25	83.3%	5	16.7%	2.1
21. Protect existing open lands, including farmlands and methods from over-development by implementing effective land use and zoning strategies.	3 3 3 2 3 2 1 3 2 3 3 3 3 2 2 2 3 2 2 3 3 3 3 3 2 2 2 2 3 2 3 0	16	12	1	1	0	53.3%	40.0%	3.3%	3.3%	28	93.3%	2	6.7%	2.4
22. Increase and improve communication with Town residents	3 3 2 2 3 3 3 3 3 3 2 3 2 3 1 2 2 3 2 3 1 3 3 2 3 3 3 1 2 0	17	9	3	1	0	56.7%	30.0%	10.0%	3.3%	26	86.7%	4	13.3%	2.4
23. Consider an Adaptive Reuse Ordinance to guide redevelopment of existing buildings	2 2 1 1 3 2 2 2 3 2 3 3 2 2 3 3 3 0 3 3 3 2 2 2 1 2 0	12	14	2	2	0	40.0%	46.7%	6.7%	6.7%	26	86.7%	4	13.3%	2.2
24. Provide more support and visibility to the work of local artists such as developing a public art program that may include placing the work of Kittery's visual artists within the Kittery landscape on a rotating basis	2 1 3 2 2 2 1 3 1 3 2 1 0 2 1 1 2 2 3 1 3 3 3 2 2 0 1 0	8	11	8	3	0	26.7%	36.7%	26.7%	10.0%	19	63.3%	11	36.7%	1.8
25. Review and revise Town Code so that it supports the implementation of the Comprehensive Plan goals and objectives, is clear, promotes best practice, and is easy to use	3 3 2 1 3 2 3 2 3 3 3 3 3 2 2 1 2 1 2 3 3 2 3 2 3 3 3 2 3 0	15	11	3	1	0	50.0%	36.7%	10.0%	3.3%	26	86.7%	4	13.3%	2.3
		324	260	110	47	9									

HIGHEST SUM, PERCENTAGE OR AVERAGE

APPENDIX :
SAMPLE OUTREACH MATERIALS

A VISION AND GOALS FOR KITTERY'S FUTURE

Kittery Comprehensive Plan Update Committee 6/6/2016

A vision confirms a community's commitment to a set of values to be

CREATING OUR FUTURE
TOGETHER



KITTERY 2015-2025
COMPREHENSIVE PLAN

used as a lens through which to view information and make future decisions. Having a vision helps to frame subsequent discussions regarding how to achieve a desired future and helps to keep these discussions focused.

The Vision and Goals presented here are based on the input from 150 Kittery residents who participated in a public forum on March 12, 2016, the written comments of dozens of Kittery residents on Comment Boards placed in Town Hall and the Community Center as well as input given on-line.

This Vision and Goals will be further refined, and will form the basis upon which the Comprehensive Plan will be built.

GOALS

- To protect the town's character by preserving and protecting **HISTORIC FEATURES** and promoting an awareness of the Town's unique history.
- To protect Kittery's **NATURAL RESOURCES** including water, agricultural and forest resources, open space and recreation.
- To support desirable **ECONOMIC DEVELOPMENT**, reduce dependence on Portsmouth Navy Shipyard, and increase the Town's tax base while also providing local jobs.
- To provide a range of **HOUSING** types to meet the needs of individuals throughout the lifecycle and to support residents with a diversity of incomes.
- To improve safety and ease of **GETTING AROUND TOWN** and better connect the "pieces" of Kittery. Also provide safe and pleasant alternatives to automobile travel with safe and pleasant bike and walking paths.
- To protect the Town's **COASTLINE**, the working waterfront, and increase access and enjoyment of the water while protecting it from environmental impacts.
- To improve **TOWN GOVERNANCE** and provide adequate **MUNICIPAL FACILITIES and SERVICES**

What makes Kittery unique?

Natural setting

conservation lands

working waterfront

Coastline

location

diverse land uses

Water views

highway access

parks

Walkability

Gourmet Alley restaurants

Fort Foster arts

historic charm

access to Portsmouth

rural aspects

Foreside

diverse population

Historic buildings

Portsmouth Naval Shipyard

Fort McClary

community cohesion

The people

We aren't Portsmouth and don't want to be!

Beaches

gorgeous shoreline

our Community Center

Boat launches

rural plus urban aspects

A VISION AND GOALS FOR KITTERY'S FUTURE

Kittery Comprehensive Plan Update Committee 6/6/2016

IMAGINE... a Kittery whose character is protected by the preservation and adaptive reuse of its **historic buildings**, the control of the scale of redevelopment so that it is in keeping with the historic charm of the Town and a promotion of the Town's history.

IMAGINE... a **Foreside district** that is a thriving, historic neighborhood that includes one of Maine's earliest working waterfront. A Foreside that maintains the historic, working –class character and scale and preserves its building stock by adopting a preference for creative or **adaptive reuse** of existing buildings. **Workforce housing** is integrated in the district. Walking and biking is safe and pleasant and there are more green spaces to enjoy as well as the **working waterfront**.

IMAGINE ... a Kittery where its beautiful and treasured **natural features** are preserved and protected and where enjoyment is enhanced through increased access to these for both passive and active **recreation**. Recreational activities are managed so as to prevent negative impacts on the environment, the season at Fort Foster is extended and programming at the Kittery Community Center is even more developed. Enjoyment of the water is enhanced by increasing **public access to the water**, cleaning up Spruce Creek, and providing shuttle service to Portsmouth from the Town Pier at Foreside.

IMAGINE... a Kittery that plans for the future of its **environment** by implementing **sustainability** measures and leading by example so that all town-owned buildings use renewable sources of energy, and the Town provides incentives for the use of renewable energy sources. A Kittery that **prepares for the expected rise in sea level** due to climate change.

IMAGINE... a Kittery that preserves its **sense of community**, the sense of peace and quiet, but also the **diversity of places** that make up the Town. It feels more unified and less separated as multiple **ways of getting around Town** are more available. **Traffic** congestion is lessened and **walking** and **biking** is made safe and pleasant. A **town shuttle** helps to better connect people as do the additional places to gather and run into one another.

IMAGINE ... a Kittery that while improving and growing is able to retain a **diverse socio-economic** mix of residents by providing **affordable, workforce housing** and by creating **jobs** with adequate wages and salaries, resulting in a **sustainable** community.

IMAGINE... the **economy** of Kittery more **diversified** as it retains existing and supports additional local businesses, where the existing businesses are redeveloped into more pedestrian-oriented mixed-use developments that incorporate more natural features and that are able to be more economically viable, **sustainable**, and in keeping with evolving expectations of shoppers.

IMAGINE... a Kittery that has a continuing **relationship with the Portsmouth Naval Shipyard**, and traffic, noise and light impacts created by activity in the shipyard are reduced as a result of working together to mitigate these.

IMAGINE... a re-imagined, twenty-first century **library** and a **school system** where students are consistently recognized for their success in the community and nationwide because these institutions provide top quality education, opportunities for life long learning, and enrichment programs.

IMAGINE... that all these improvements are made in a systematic way with significant **community engagement** in the decision-making process led by a **town government** that is respectful, transparent and civil in its discourse. A **shared vision** and **ordinances** that support the goals embodied in the vision are clear and easy to enforce.

MISSED THE PUBLIC FORUM ON MARCH 12TH?

You still have a chance to participate by:
writing your comments on post it notes and adhering them to these boards
or
posting on line at:
<http://www.courbanize.com/kittery-comprehensive-plan/>



WHAT MAKES KITTERY UNIQUE?

CREATING OUR FUTURE TOGETHER



KITTERY 2015-2025 COMPREHENSIVE PLAN PUBLIC FORUM

WHEN: Saturday, March 12, 2016

10:00 AM -12:30 PM

WHERE: STAR THEATRE

Kittery Community Center

*Join the community conversation
regarding our town's future!*

Refreshments will be provided.

You will automatically be entered into a FREE raffle upon attending!

FREE Childcare (for children 5 years and older) will be provided.

For more info: http://kitteryme.gov/Pages/KitteryME_CompPlan2015/index



Creating Kittery's Future Together Kittery Comprehensive Plan 2015-2025

Press Release

Date: February 25, 2016

Re: : An opportunity to be involved in developing our Kittery's Comprehensive Plan and shaping our Town's future !

What will Kittery be like in 5 years? 10 years? 20 years? If we do not plan for the future, will the Town stay the same? What would change? What do we love about our Town? How do we retain what we love? What could be different? How shall we go about making Kittery an even better place to live, work, and play? What can we do to protect what we most appreciate about our Town and prepare for future contingencies?

The members of the Planning Board and the Comprehensive Plan Update Committee are excited to invite you to join them in participating in developing a comprehensive plan for our Town. The most recent effort was a 1999 update to the Kittery Comprehensive Plan, adopted in 2002. It is time to undertake the effort again!

We will begin the process by bringing the community together to begin to identify shared values and common concerns. We will build on these efforts and continue to expand the community conversation. There will be more in-depth discussions that will include the identification of strategies to help address the issues identified.

In order for the Plan to be a living document, one that is viable, useful, and useable, it must be developed with the input of those who will use it and be affected by it. We hope to see many of Kittery's residents and business owners at the public forums. All are invited to help shape our Town's future together!

March 12, 2016: Pubic Forum: Developing a Vision & Goals

Location: Star Theater,
Kittery Community Center
Time: 10:00 AM – 12:30 PM

Refreshments will be provided.
All participants will be eligible to win a door prize just by attending.
Childcare will be provided for children 5 years and older.

For more information and to participate on-line, see:

<http://www.courbanize.com/kittery-comprehensive-plan>

Additionally, there are opportunities to serve on the **Comprehensive Plan Update Committee** or to become a member of the **Friends of the Plan** for a lower level of commitment. Please contact Chris DiMatteo if you are interested: <cdimatteo@kitteryme.org> OR call: 207-475-1307