PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

Kittery Municipal Complex/Town Hall

Planning is bringing the future into the present so you can do something about it now.

- Alan Lakein[1]

[1] Lakein, Alan, How to Get Control of Your Time and Your Life. Signet, 1973.

TOPIC AREA 7: PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

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

Objective 7.1. Improve Town governance and the ability to plan

Objective 7.2. Maintain and improve municipal facilities

Objective 7.3. Provide adequate municipal services

Objective 7.4. Maintain and increase fiscal capacity

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 %

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.

KITTERY VOICES: RESIDENTS' THOUGHTS

REGARDING PUBLIC FACILITIES AND SERVICES

Residents of Kittery have voiced the following opinions, concerns, and ideas about the town's public facilities and services. These were collected in a number of ways in a number of forums including by asking the following "burning questions:"

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 the implementing the recommendations of the Athletic Field Study even if it meant an increase in your taxes?"

"It depends on how much of an increase in taxes you're talking about."
"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 the fields."
"We are a small town with a small population and adequate fields. There is no need for fields to be built for specific sports."
"If we keep this up, young families like my own will not be able to afford to live in Kittery and there won't be a need for all these athletic fields."
"I would have to read the report."

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 ?"

"All development must be clean and green!"
"No new development around Spruce Creek."
"Public education."

"Mandatory testing of septic systems in those areas and then strict enforcement."

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."

"Frisbee's lot should be town owned."
"Resident-only parking should be provided."
How about either a bus or boat shuttle to the waterfront?"
"I don't see the need for additional access."
"Not at the taxpayer's expense."
Most launch ramps are inadequate because the large tides limit their use to high tides. Turn around space is more important than parking areas."

FUTURE OF THE LIBRARY. "The current Rice Public Library operates out of two buildings. 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 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?

"I would love to see the library expanded at its current location."
"What a great one stop resource to relocate the library on the site of the Kittery Community Center."
"Move the library to some location outside of the downtown to relieve congestion, e.g. Spruce Creek area, the Outlets area, the Post Office, etc."
"The library should be near the KCC and be a state-of-the-art building with handicap access and internet services."
"Remodel existing to include fiction. It's too beautiful and centrally located to move."

TOWN GOVERNANCE

"Increase transparency of decision-making"
"Improve tone and frequency of communication"
"Provide clear, timely and easy to understand information"
"Be proactive"
"More citizen participation in town governance"
"One set of interpretation of town rules"

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.

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.

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 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 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.

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 evaluate the option of transitioning to a full-time professional fire fighting staff.

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

- 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. There may be a need to strengthen 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. (also 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.

KEY RECOMMENDATIONS

The following are the recommended policy directions for the Topic Area of Public Facilities and Services and Fiscal Capacity. See the Table that follows for specific Action Steps for achieving these.

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

7.1.2. Support the implementation of the Comprehensive Plan goals

7.1.3. Plan for sea level rise

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

7.1.5. Look for additional funding sources

7.1.6. Refine existing and develop new tools to help with planning and implementation

7.1.7. Recruit more residents to participate on boards and committees

7.1.8. Work with surrounding communities, and to the extent that is feasible, develop a mutually beneficial regional approach.

7.1.9. Work with PNS to continue mutually beneficial relationship and to identify potential for additional areas of collaboration

7.1.10. Encourage communication and collaboration across Town Departments

OBJECTIVE 7.2. MAINTAIN AND IMPROVE MUNICIPAL FACILITIES

7.2.1. Make a decision regarding future 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

7.2.5. Make repairs to existing facilities where needed

OBJECTIVE 7.3. PROVIDE ADEQUATE MUNICIPAL SERVICES

7.3.1. Increase safety and security

7.3.2. Provide more activities for young people

7.3.3. Provide more activities for senior citizens

7.3.4. Expand wastewater treatment services in a manner consistent with land use planning

7.3.5. Increase the efficiency of the provision of water and provide services in a manner that is consistent with land use planning

7.3.6. Continue to reduce or eliminate polluted Stormwater runoff to the extent practicable

7.3.7. Provide services in a manner that attracts desired economic development

OBJECTIVE 7.4. MAINTAIN AND INCREASE FISCAL CAPACITY

7.4.1. Align fiscal capacity and capital investment plans

7.4.2. Increase fiscal capacity

PUBLIC FACILITIES, SERVICES AND FISCAL CAPACITY AND 3 KEY PLANNING PRINCIPLES

Environmental Stewardship	• The preparation of a Climate Adaptation Plan will help to protect human settlements but also the environment. • 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.
Health & Wellness	• 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	• 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.

Implementation Table

NOTE: Please note the features on the implementation table in the pages that follow.

= Ripe Apple (low-hanging fruit)

Existing Resources are examples and are not intended to represent a complete list.

The following are the recommended policy directions for the Topic Area of Public Facilities and Services and Fiscal Capacity. See the Table that follows for specific Action Steps for achieving these.

TOPIC AREA 7: PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.1: IMPROVE TOWN GOVERNANCE AND ABILITY TO PLAN						
Strategy	Existing Resources*	Actions	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 and improve communication with Town residents (e.g. use a variety of ways, including social media, local cable, website, etc.). **SEE END NOTE 7.1.1.A.**			LEAD: Town Council	1
		Build consensus Be proactive and inclusive Create and sustain community engagement; include youth			LEAD: Town Council	ON-GOING
		Explore the use of communication technologies to increase the communication between residents and Town government. **SEE END NOTE 7.1.1.B.**			PARTNER: DPW	2
		Increase use of cable TV for dissemination of information			PARTNER: Cable TV	ON-GOING
		Increase transparency of decision--making				ON-GOING
		Ensure that information dissemination is clear, timely, and in layman's language				ON-GOING
		Create a Town Calendar of Events				2
		Consider developing a Communications Plan **SEE END NOTE 7.1.1.C.**				2
		Improve internet access				1
7.1.2.Support the Implementation of the Comprehensive Plan goals	Comprehensive Planning process	Establish a Comprehensive Plan Implementation Committee			LEAD: 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: NEW Comprehensive Plan Implementation Committee, Town Planner	1

* Existing Resources are examples and are not intended to represent a complete list

TOPIC AREA 7: PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.1: IMPROVE TOWN GOVERNANCE AND ABILITY TO PLAN						
Strategy	Existing Resources*	Actions	Funding	Notes	Lead & Partners	Priority
7.1.3.Plan for sea level rise	See those of area towns for models	Develop a Climate Adaptation Plan	Establish a Climate Adaptation Committee	SEE Also: Topic Area 9: Coastal Community Resilience	LEAD: Town Council PARTNERS: Climate Adaptation Committee	1
	Maine Emergency Management Agency	Prepare an Emergency Plan in case of extreme storm conditions		See Also: Topic Area 9: Coastal Commuinty Resilience	LEAD: Town Council PARTNER:Climate Adaptation Committee	1
7.1.4. Develop a plan to transition to low and zero impact energy sources		Develop town-wide goals regarding energy efficiency and a timeline for converting all Town-owned buildings to renewal energy sources		See Also: Topic Area 9: Coastal Commuinty Resilience	LEAD: Town Council PARTNER: Energy Efficiency Committee	1
		Encourage the use of renewable energy sources (both residential and commercial users)		See Also: Topic Area 9: Coastal Commuinty Resilience	LEAD: Town Council PARTNER: Energy Efficiency Committee	ON-GOING
7.1.5 Look for additional funding sources		Consider hiring a full-time professional grant writer to capture available funds		Also SEE 7.4 Maintain and Increase Fiscal Capacity	Town Council	ON-GOING
7.1.6. Refine existing and develop new tools to help with planning and implementation	Existing ***Kittery Town Code***	Revise town bylaws so they are clear and easy to use and are aligned with Comprehensive Plan goals		Also SEE Topic Area 8.0 Land Use	LEAD: Planning Board	2
	(old) ***Sidewalk Conditions Report***	Update Sidewalk Conditions report and identify where sidewalks are needed, repairs needed, etc.			LEAD: DPW	1
		Become more business friendy 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

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TOPIC AREA 7: PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.1: IMPROVE TOWN GOVERNANCE AND ABILITY TO PLAN						
Strategy	Existing Resources*	Actions	Funding	Notes	Lead & Partners	Priority
7.1.7. Recruit more residents to participate on boards and committees		Actively recruit 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
		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 extend that is feasible, develop a mutually beneficial regional approach	York Eliot Berwick South Berwick	Identify areas of potential collaboration and potential regional partners				ON-GOING
		Identify opportunities for improving connections to adjacent communities (e.g. bike paths, etc.)			LEAD: Conservation Commission	2
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 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

* Existing Resources are examples and are not intended to represent a complete list

TOPIC AREA 7: PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.2: MAINTAIN AND IMPROVE MUNICIPAL FACILITIES						
Strategy	Existing Resources*	Actions	Funding	Notes	Lead & Partners	Priority
7.2.1 Make a decision regarding future library	Town Library Committee ***Report*** existing building other sites	Explore possibilities and compare and contrast advantages and disadvantages	??		LEAD: Town Council PARTNERS:Trustees of the Library	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	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
		Continue to look for ways of addressing the lack of athletic fields at the high school		The ***Athletics Fields Study*** 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
	SAD 35	Continue and expand Adult Educational opportunities			LEAD: School Department PARTNER: SAD 35	2

* Existing Resources are examples and are not intended to represent a complete list

TOPIC AREA 7: PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.2: MAINTAIN AND IMPROVE MUNICIPAL FACILITIES						
Strategy	Existing Resources*	Actions	Funding	Notes	Lead & Partners	Priority
7.2.3 Support renovation and 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	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
		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	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 Also: 7.2.2. and 7.2.3.	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
		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 Healhty Coalition				
7.2.5. Make repairs to existing facilities where needed		The Solid Waste Facility is in need of some minor repairs	capital cost		LEAD: DPW	2

* Existing Resources are examples and are not intended to represent a complete list

TOPIC AREA 7: PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.3: PROVIDE ADEQUATE MUNICIPAL SERVICES IN AN EFFICIENT MANNER						
Strategy	Existing Resources*	Actions	Funding	Notes	Lead & Partners	Priority
7.3.1 Increase safety and security	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 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
		Continue to support Resource Officer position at the schools			LEAD: Kittery Police Department PARTNER: School Department	ON-GOING
		Consider using shell space on upper floor for police dispatch expansion and for potential additional police officers			LEAD: Town Council PARTNERS: Police Department	2
	Kittery Fire Department	Evaluate the need to transition to a full-time professional 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	2
7.3.2. Provide more activities for young people SEE END NOTE 7.3.2.		Consider recommendations of ***Athletic Fields Master Plan***	Capital costs May be a challenge to fund			2
		Provide transportation options for young people (e.g. safe walking, biking, town shuttle)			LEAD: Town Council, DPW	1
		Support the KCC in its efforts to expand its programming to youth			LEAD: KCC	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: PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.3: PROVIDE ADEQUATE MUNICIPAL SERVICES IN AN EFFICIENT MANNER						
Strategy	Existing Resources*	Actions	Funding	Notes	Lead & Partners	Priority
7.3.3 Provide more activities for senior citizens	Kittery Community Center	Support the KCC is its efforts to expand programming for the elderly			LEAD: Kittery Community Center PARTNERS: South Maine Area Agency on Aging	ON-GOING
		Provide transportation options for elderly residents (e.g. safe walking, town shuttle)			LEAD: Kittery Community Center PARTNERS: South Maine Area Agency on Aging	1
	Rice Public Library	Support the library in its efforts to expand senior programming.			LEAD: Rice Public Library	1
7.3.4. Expand wastewater treatment services in a manner consistent with land use planning	***30- Year Wastewater Treatment Implementation Plan***	Provide sewer extensions in established growth areas.	Betterment fees	ALSO SEE Topic Area 8.0 Land Use	LEAD: Wastewater Treatment 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 7.3.4.**			LEAD: Wastewater Treatment Department	3
		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

TOPIC AREA 7: PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.3: PROVIDE ADEQUATE MUNICIPAL SERVICES IN AN EFFICIENT MANNER						
Strategy	Existing Resources*	Actions	Funding	Notes	Lead & Partners	Priority
7.3.4. Expand wastewater treatment services in a manner consistent with land use planning (continued)		Add ADU (accessory dwelling units) as "dwelling unit" for purposes of sewer connection			LEAD: Planning Board, Wastewater Treatment Department	2
		Monitor septic systems and enforce 3 year pump out requirements			LEAD: Wastewater Treatment Department PARTNER: septic companies	ON-GOING
7.3.5. Increase the efficiency of the provision of water and provide services in a manner that is consistent with land use planning	***Water System Master Plan*** York Watershed Protection District	Support the Water District in its efforts to implement the ***Water Supply Master Plan***. **SEE END NOTE 7.3.5.A.**		ALSO SEE Topic Area 8.0 Land Use	LEAD: Kittery Water District PARTNER: York Water District	ON-GOING
		Consider consolidating water supplies with York Water District. **SEE END NOTE 7.3.5.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
		Continue to monitor water usage at the PNS (the largest user)			PARTNER: PNS (Shoreland Resource Officer)	ON-GOING
7.3.6. 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 7.3.6.**		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: PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.3: PROVIDE ADEQUATE MUNICIPAL SERVICES IN AN EFFICIENT MANNER						
Strategy	Existing Resources*	Actions	Funding	Notes	Lead & Partners	Priority
7.3.7. Provide services in a manner that attracts desired economic development		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
		Conduct a thorough assessment of needs and impacts of devlelopment.			LEAD: Planning Board	ON-GOING

TOPIC AREA 7: PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY

OBJECTIVE 7.4: MAINTAIN AND INCREASE FISCAL CAPACITY						
Strategy	Existing Resources*	Actions	Funding	Notes	Lead & Partners	Priority
7.4.1 Align fiscal capacity and capital investment plans		Take into account need assessment, anticipated growth, and economic development.			LEAD: Town Council, Department Heads	1
7.4.2. 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. Consider zoning changes that could help attract new commercial development to strategic locations. Market existing properties and development opportunities more	Operating Costs (staff time)	Also SEE Topic Area 4.0 Economy	LEAD: Economic Development Committee, Planning Board, Planning Staff	1

* Existing Resources are examples and are not intended to represent a complete list

END NOTES

END NOTE 7.1.1.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 7.1.1. B. Communication Technology: For example, Kittery's Department of Public Works 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.

END NOTE 7.1.1.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 questions[1]:

- 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:
http://www.springwater.ca/UserFiles/Servers/Server_229/File/Municipal%20Services/Planning%20and%20Development/Draft%20Communications%20%20Plan%20for%20Development.pdf

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[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/

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.

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 7.3.4. 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 water from the kitchen sink is an accepted practice.[2] For more see: https://en.wikipedia.org/wiki/Greywater

[2] How to reuse grey water in the home and yard, Treehugger Sustainability Made Stylish, June 2, 2014

More Examples: http://greywateraction.org/commercial-scale-greywater-systems/
Case Studies (ideas for pilot demonstration project): http://oasisdesign.net/greywater/indoors/

END NOTE 7.3.5 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 and observe water-use at the facility over the next 10-years.

END NOTE 7.3.5.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 pubic ownership of land surrounding the reservoir system, make the potential for local cooperation between the two utilities possible.

END NOTE 7.3.6. York County Stormwater Improvement Goals:

The following describes the York County Stormwater System (MS4) six major goals or minimum control measures[3]:

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.

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http://www.treehugger.com/green-home/how-reuse-grey-water-home-and-yard.html

[3] ***Stormwater Program Management Plan for York County MS4s,*** Submitted to Maine DEP: December 2013.

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.