LAND USE

Historic, walkable development pattern in the Foreside in Kittery.

If you don't know where you're going, you might wind up somewhere else.

- Yogi Berra[1]

[1] Former baseball player.

TOPIC AREA 8: LAND USE

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.

(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. Protect the area north of Spruce Creek

Objective 8.2. Encourage development in the business park

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 outlet area

Objective 8.6. Encourage the protection of historic and archeologic resources, and natural resources, including scenic views

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.

Topic area #8 of the comprehensive plan focuses on encouraging an orderly and well-though 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.

KITTERY VOICES: RESIDENTS' THOUGHTS REGARDING LAND USE

Residents of Kittery have voiced the following opinions, concerns, and ideas about the town's land use and development pattern, the following "burning questions:"

> **"The area 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, the area north of Spruce Creek was designated as "Limited to No Growth". Does this still hold true? Should we consider increase the lot size minimums or other methods of density control?"**

"We need to change large lot zoning and setbacks to reflect a Village Model."

"Contain long-term public infrastructure and service costs due to sprawling development, particularly along Route 1."

"Aside from the areas along Route 1, I think we should limit growth to smart residential development with lots of open space."

"Increasing lot size is a good idea."

"Develop at will."

"I think it works the way it is."

"No more development. These are extremely sensitive environmental tidal areas. Given the current unaddressed environmental pressures on Spruce Creek, I have little confidence the town or state will safeguard these undeveloped areas."

"Not until some of the other areas in town are better managed and utilized."

"Density control is good. Could be an opportunity for "workforce" housing."

"Perhaps the lot size should be slightly increased, but housing should be clustered to preserve as much open space as possible."

ISSUES AND IMPLICATIONS

- 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.
    - 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 leading to development and preservation outcomes that were stated in the 1999 Comprehensive Plan, and are likely 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.

- 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 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

Frisbee's Market in Kittery Point.

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 a very successful mixed-use commercial district in Kittery, and has grown organically
    - 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.

- The Town does not have an Historic Preservation Commission which is typically responsible for the development of an inventory of historic buildings and properties which can then tie into a town-wide strategy protecting these natural and cultural resources. This could lead into the potential adoption of a historic preservation ordinance and the establishment of Local Historic Districts as way to preserve and maintain the historic assets in Kittery.

Seapoint Beach

KEY RECOMMENDATIONS

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.

GENERAL LAND USE RECOMMENDATIONS

1. 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.

2. 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 which would help shape the outcome of many growth areas in town, and help protect no growth/limited growth areas.

Kittery Trading Post

3. 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 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.

4. 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.

SPECIFIC LAND USE RECOMMENDATIONS

8.1 PROTECT AREA NORTH OF SPRUCE CREEK

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.

- 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.
- 8.1.2. Revisit, and possibly strengthen the Cluster Ordinance to ensure it is maintaining the goals of open space preservation while providing for financially-viable development scenarios.
- 8.1.3. Consider increasing the minimum lot size in the Rural Residential zoning district to help protect additional open space and encourage the clustering of homes.
- 8.1.4. Investigate the feasibility and usefulness of a transfer of development rights ordinance.

8.2 ENCOURAGE DEVELOPMENT IN THE BUSINESS PARK

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 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 an acceptable location for growth. The Town should consider possible zoning changes to help incentivize future private investment in this location.

- 8.2.1. Determine what uses would be desirable and marketable in the Business Park and make updates to the base zone that reflect those uses. This should include a discussion about the inclusion of housing in the Business Park and if that is an appropriate use in this location. If housing is desired, the Town should consider changing the name of this district to something that reflects the desired mix of uses.
- 8.2.2. Review and revise the Business Park zoning district's dimensional standards in relation to land area per dwelling unit and minimum lot size. A minimum lot size of 120,000 square feet may be too large if a developer does not want to use the Mixed Use Cluster provision.
- 8.2.3. 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. 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.

8.3 SUSTAIN AND BUILD UPON THE VITALITY OF THE FORESIDE DISTRICT

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 economic development, housing demand, and building design that is attractive and similar in character with existing buildings.

- 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.
- 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 to help with the redevelopment or infill development on smaller parcels in the Foreside.
- 8.3.4. Increase maximum building coverage in the Kittery Foreside Mixed-Use district to make redevelopment of smaller parcels a financially-viable option.
- 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.

8.4 PROTECT THE WORKING WATERFRONT

Kittery residents value waterfront views and access, but also recognize it is shared with businesses and individuals who have been working the waterfront for decades. The Town should continue to support a working waterfront, but be flexible and open to new ideas about how to use this amenity in different ways than in the past.

- 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. As a way to encourage successful reuse of waterfront property, 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 OUTLET AREA

Residents in Kittery recognize that the long-term viability of brick and mortar retailers may come into question at some point in the future. The area that includes the Outlet Mall was designed and built to function as a retail corridor with few options for integrating new uses such as residential. The Town should consider undertaking a focused planning effort to determine what uses may be viable in this location, what regulations need to be changed, and what infrastructure should accompany future development.

- 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 that provides for more flexibility concerning permitted uses.

8.6 ENCOURAGE THE PROTECTION OF HISTORIC AND ARCHEOLOGIC RESOURCES, AND NATURAL RESOURCES, INCLUDING SCENIC VIEWS

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.

- 8.6.1. 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.
- 8.6.2. 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.
- 8.6.3. Develop a demolition delay ordinance that would provide some potential protection to historical structures.

= Ripe Apple

The following are the recommended policy directions for the Topic Area of Economic Development. See the Table that follows for specific Action Steps for achieving these.

LAND USE THREE KEY PLANNING PRINCIPLES

Environmental Stewardship	• 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	• 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.
Economic & Social Vitality	• 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.

TOPIC AREA 8: LAND USE

GOAL STATEMENT: ensure that the Town's regulations support desired land uses.

OBJECTIVE 8.1: PROTECT THE AREA NORTH OF SPRUCE CREEK						
Strategy	Existing Resources*	Actions	Funding	Notes	Lead & Partners	Priority
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.	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 Reseources and Recreation Section for additional land conservation recommendations.	LEAD: Kittery Open Space Advisory Committee, Kittery Land Trust	1

*Existing Resources are not intended to represent a complete list

OBJECTIVE 8.1: PROTECT THE AREA NORTH OF SPRUCE CREEK						
Strategy	Existing Resources*	Actions	Funding	Notes	Lead & Partners	Priority
8.1.2. Revisit, and possibly strengthen the Cluster Ordinance to ensure it is maintaining the goals of open space preservation while providing for financially-viable development scenarios.	Title 16 Land Use and Development Code for Kittery.	Revisit the current Cluster Ordinance to determine if it is working or not.	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 Ordinance was not utilized.				
		Determine if the 50% open space requirement is too onerous, particularly for unsewered parcels where minimum lot size per dwelling unit requirements are higher.				
		Review the permitting process to ensure it is not a deterrent by creating barriers to entry and a long time frame to permit the project.				

*Existing Resources are not intended to represent a complete list

OBJECTIVE 8.1: PROTECT THE AREA NORTH OF SPRUCE CREEK						
Strategy	Existing Resources*	Actions	Funding	Notes	Lead & Partners	Priority
8.1.3. 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
8.1.4. Investigate the feasibility and usefulness of a transfer of development rights ordinance.	Title 16 Land Use and Development Code for Kittery.	Determine if a TDR program would be financially and politically feasible 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.				

*Existing Resources are not intended to represent a complete list

OBJECTIVE 8.2: ENCOURAGE DEVELOPMENT IN THE BUSINESS PARK						
Strategy	Existing Resources*	Actions	Funding	Notes	Lead & Partners	Priority
8.2.1. 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 Department, Planning Staff	1
8.2.2. 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
8.2.3. 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	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)		LEAD: Planning Department, Planning Staff	1

*Existing Resources are not intended to represent a complete list

the Business Park zoning district.						

OBJECTIVE 8.3: SUSTAIN AND BUILD UPON THE VITALITY OF THE FORESIDE DISTRICT						
Strategy	Existing Resources*	Actions	Funding	Notes	Lead & Partners	Priority
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.	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.	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.				
8.3.3. Reduce land area per dwelling unit requirements	Title 16 Land Use and	Reduce the current land area per dwelling unit	Operating Costs (staff time)		LEAD: Planning Department, Planning Staff	1

*Existing Resources are not intended to represent a complete list

for multifamily housing to help with the redevelopment or infill development on smaller parcels in the Foreside.	Development Code for Kittery.	requirements for multi-family housing.			PARTNERS: Businesses, Land Owners	
8.3.4. Increase maximum building coverage in the Kittery Foreside Mixed-Use district to make redevelopment of smaller parcels a financially-viable option.	Title 16 Land Use and Development Code for Kittery.	Consider increasing building coverage requirements for small parcels in the Foreside 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.				
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

*Existing Resources are not intended to represent a complete list

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*	Actions	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	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	2

*Existing Resources are not intended to represent a complete list

integrate traditional marine-related businesses with new and innovative business ventures.						
8.4.3. As a way to encourage successful reuse of waterfront property, 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.	Operating Costs (staff time)	See Marine Resources	LEAD: Planning Board, Planning Staff PARTNERS: Property Owners, Marine Business Community	1
		Adjust permitting process as necessary to reduce time in permitting process.				

*Existing Resources are not intended to represent a complete list

OBJECTIVE 8.5: SUPPORT CREATIVE AND VIABLE REDEVELOPMENT OF THE OUTLET AREA						
Strategy	Existing Resources*	Actions	Funding	Notes	Lead & Partners	Priority
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 that provides for more flexibility concerning permitted uses.	See Economic Development	See Economic Development	See Economic Development	See Economic Development	See Economic Development	2

OBJECTIVE 8.6: ENCOURAGE THE PROTECTION OF HISTORIC AND ARCHEOLOGIC RESOURCES, AND NATURAL RESOURCES, INCLUDING SCENIC VIEWS						
Strategy	Existing Resources*	Actions	Funding	Notes	Lead & Partners	Priority
8.6.1. Use the Comprehensive Plan and Future Land Use Map as a guide for encouraging new development in identified locations, while protecting	Future Land Use Map and Comprehensive Plan	Utilize Comprehensive Plan and future land use map when designating growth areas and making changes to the current zoning ordinance.	None Required if Completed by Staff		LEAD: Planning Board, Planning Staff PARTNERS: Property Owners, Businesses, Regional Planning Commission,	1

*Existing Resources are not intended to represent a complete list

open spaces, agricultural land, and natural and historical resources.					Consultants, Economic Development Committee	
8.6.2. 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.			None Required if Completed by Staff		LEAD: Planning Board, Planning Staff PARTNERS: Property Owners, Conservation Commission	2
8.6.3. Develop a demolition delay ordinance that would provide some potential protection to	Title 16 Land Use and Development Code for Kittery.	Craft demolition delay ordinance.	Operating Costs (staff time)		LEAD: Newly formed Historic Preservation Commission, Planning Board, Planning Staff	3

*Existing Resources are not intended to represent a complete list

historical structures.					PARTNERS: Town Council, MHPC	

*Existing Resources are not intended to represent a complete list

FUTURE LAND USE PLAN

Section to be added after 9/28 meeting with the Committee.

*Existing Resources are not intended to represent a complete list

ENDNOTES

*Existing Resources are not intended to represent a complete list