



## TOWN COUNCIL & TOWN MANAGER ANNUAL GOALS 2023 FINAL REPORT

---

### Town Council Goals

#### Council Conduct

- Continue to conduct Council business respectfully as we work toward consensus and capitalize on our experiences and diversity.
- Work to keep the demands we place on the Town Manager and her staff at a manageable level and maintain an open line of communication with the Manager regarding questions and demands.

#### Affordability

- Increase housing stock for those meeting affordability guidelines:
  - Support community conversations around understanding affordable housing and its role in Kittery (3.3, 4.1, 4.2, 8.5) - Educational **program wrapped up in November.**
  - Direct funding, where appropriate, to the Housing Fund (4.1, 4.2) – **Housing Committee planning round two of ADU grant.**
  - Ensure compliance with new state laws relative to affordable housing (aka LD2003) – **Ordinance amendments to comply with LD2003 adopted in November.**

#### Community

- Amend where necessary and appropriate, Town ordinances, policies, and practices to assure fairness, equity, and inclusion for all Kittery residents and visitors. (7.1)
  - Support the work of the Diversity, Equity, and Inclusion Committee as they identify barriers and opportunities to achieve the Town's DEI objectives. –**Comp Plan review for DEI near complete; calendar of celebrations adopted, public engagement/outreach program in initial planning stages.**
- Continue implementation of plans to control traffic, reduce speeds in Kittery neighborhoods, including:
  - Implementation of JLUS recommendations with respect to public transportation and remote satellite parking (5.1, 5.4) – **Microtransit from Sanford scheduled to launch in 2024; meetings with PNS regarding congestion ongoing.**
  - Implementation of bike/ped master plan recommendations (5.2, 5.3) – **Demonstration project complete; intersection improvements scheduled for 2024 construction season, next round of demonstration projects in planning stages for 2024.**
  - **Created Ad Hoc Traffic and Parking Committee.**
- Assess Memorial Field for potential improvements that will support the demand for high quality playing fields (2.2,7.2) – **Review of draft final report in**

underway. KCC BOD and KAFC meeting to develop a collaborative approach to moving project forward with KCC Master Plan.

- Encourage broad citizen involvement in Town governance (7.1) – **Percentage of new applicants increasing through outreach.**
- Explore expanding recreation opportunities in town such as creating a skate park (2.2) – **Pop Up Game Pods completed. Planning underway for drop in youth programming at KCC.**

### **Climate Resilience**

- Support adoption of a comprehensive Kittery Climate Action Plan (9.1, 9.2) – **Strategies approved by Council, draft final report in development.**
- Create a climate resilience reserve fund (9.1, 9.2) -
- Support ordinances to protect the shoreland zone (8.1, 8.2) – **Drafted, will start committee reviews in 2024.**

### **Fiscal Responsibility and Town Services**

- Adopt a budget that is progressive, responsible, responsive to community expectations and needs (7.4) - **Complete.**
- Encourage the Town Manager's continued assessment of the effectiveness of Town service delivery (7.1) – **Expanding online services, evaluating electronic payment options for improved customer ease.**

---

### **Town Manager Goals**

Support Council's efforts to implement the Comprehensive Plan 5 Year Action Plan (see Council Goals) – **See goals referenced to 5 Year Comp Plan.**

Develop and propose a plan for the Comprehensive Plan Update due in 2025. – **Carried over to 2024.**

Support long term planning and growth management objectives:

- Identify programs, grants, and property acquisitions that retain or increase working waterfront access (6.1, 6.2) – **Working waterfront round table held in June, action items identified including addressing funding, technical support, and expanding access for working waterfront to existing federal and state resources. Senator Collins launched new legislation for funding working waterfront preservation. Town engaged in GMRI resilience study and co-applicant for MCFA's preservation grant program.**
- Complete Gorges Road expansion project and effect the relocation of the ambulance service to the Gorges Road Fire Station – **Complete.**
- Complete analysis of absorbing the ambulance service as a town-run function – **Complete.**
- Complete the review and recommendation process for the Business Park Zone (formerly Mixed-Use Neighborhood Zone) (3.2, 3.5) – **Market analysis nearing completion, hydrological study final report complete. Process for next step in development.**

- Assist the Kittery Water District in its State Road land use efforts (3.3)
- Implement a program to improve communication around affordable housing needs and options in Kittery (4.1, 4.2) – **Books and Big Ideas launch, Speaker series with York Community Service Agency, photo essay installation, Affordable Housing 101 launch on website, Citizen Planner Academy, Housing Advocacy Boot Camp.**
- Complete the sale of tax foreclosed properties and assist in the implementation of affordable housing on these properties. (4.1, 4.2) – **Rogers Road sold; grant awarded for 42-44 Old Post brownfields, 18-20 Phelps resuming process with new legal guidance to comply with recent state law changes.**

#### Climate Action

- Implement building LED light conversion (9.2) – **KCC project wrapping up, Town Hall Complex scheduled.**
- Begin development of a comprehensive multi-year plan to reduce the carbon footprint of municipal operations in accordance with the Climate Action Plan (9.2) – **Climate Action Plan in draft stage; pursuing flood resiliency design grant with SMPDC, and regional energy efficiency pilot project grant awarded.**

#### Social and Racial Equity and Justice

- Continue efforts to attract a diverse candidate pool for town positions, boards, commissions, and committees (4.1, 4.2) – **Updated job descriptions to remove barrier to historically disadvantaged populations, participated in Municipal Career event with Town of Eliot and Kittery Adult Ed.**
- Implement changes in Kittery's signage, buildings, and materials to be inclusive and welcoming to all (4.1, 4.2, 7.1, 7.2) - **Tribal flag in Town Chambers, revised Emery Field playground design to enhance access for those with mobility limitations, developing plan to implement DEI calendar.**

#### Enhance Financial Stability

- Produce a 2024 budget that seeks to respond to service expectations of the community, and appropriately address unmet needs and respond to growing inflation (7.4) – **Complete.**

#### Enhance Municipal Services

- Launch Police Citizens Academy and expand to other areas as appropriate – **On hold due to staffing shortages.**
- Implement short-term recommendations from Bike/Ped Master Plan (5.2, 5.3, 9.1) – **Demonstration projects complete, awaiting grant decision on Stevenson sidewalk.**
- Complete five-year strategic planning effort for Library and present recommendations – **Strategic Plan action items in development.**
- Advance the integration of general assistance with our local social service agencies – **Agreement complete, transitioning to Fair Tide in January 2024.**

- Complete KCC Campus Master Plan and present recommendations (2.2) – Complete. Working with KAFC to collaboratively pursue implementation of Master Plan and Memorial Field improvements.
- Complete Memorial Field Assessment and present recommendations (2.2) – Final report in draft stage; see KCC Master Plan goal.
- Assist in the explore expanding recreation opportunities in town such as creating a skate park (2.2) – Pop up game pods implemented in summer 2023, planning underway for drop programs at KCC.