



Diversity, Equity & Inclusion Ad Hoc Committee

June 13, 2023

5PM

Kittery Community Center
Banquet Room

1. Public Input/Outreach
 - a. Update on survey
 - b. Block Party
2. Comprehensive Plan Review
 - a. Land Use – Topic 7
3. Finalize Co-Chair Positions
4. DEI in the Community and Region
 - a. Increasing inclusivity of holidays and special months
 - b. Share ideas, stories, ideas, events and learning opportunities
5. Next Steps
 - a. Set summer meeting schedule

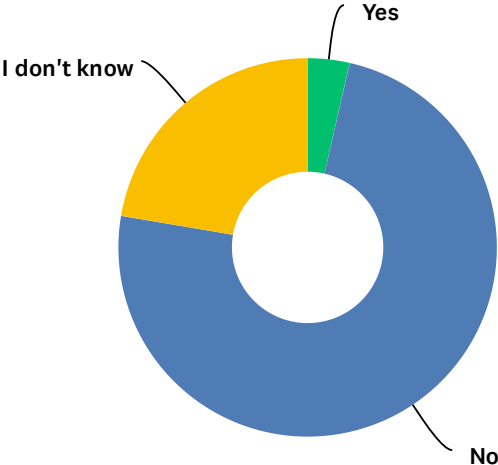
Next Meeting: TBD

Materials:

- Survey Results To-Date
- Comp Plan Implementation Status – Spring 2023 Report
- [Comp Plan – Topic 7 \(starts page 107\)](#)

Q1 Have you ATTENDED any EVENTS or PROGRAMS PROMOTED by the DEI Committee?

Answered: 224 Skipped: 1

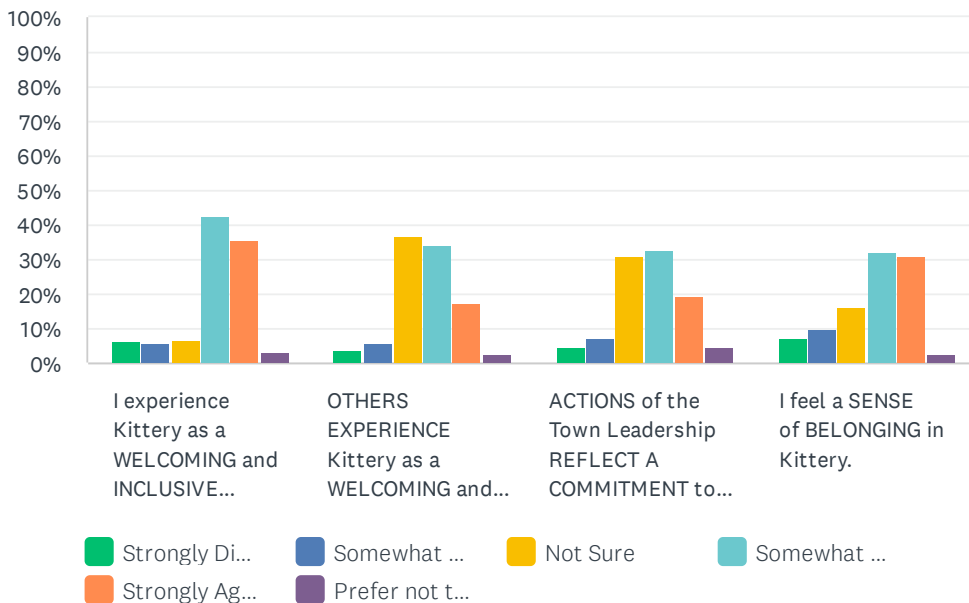


ANSWER CHOICES	RESPONSES
Yes	3.57% 8
No	74.11% 166
I don't know	22.32% 50
TOTAL	224

Q2 Please share your OPINION on the following statements:

Answered: 200 Skipped: 25

Understanding Diversity, Equity, and Inclusion in Kittery

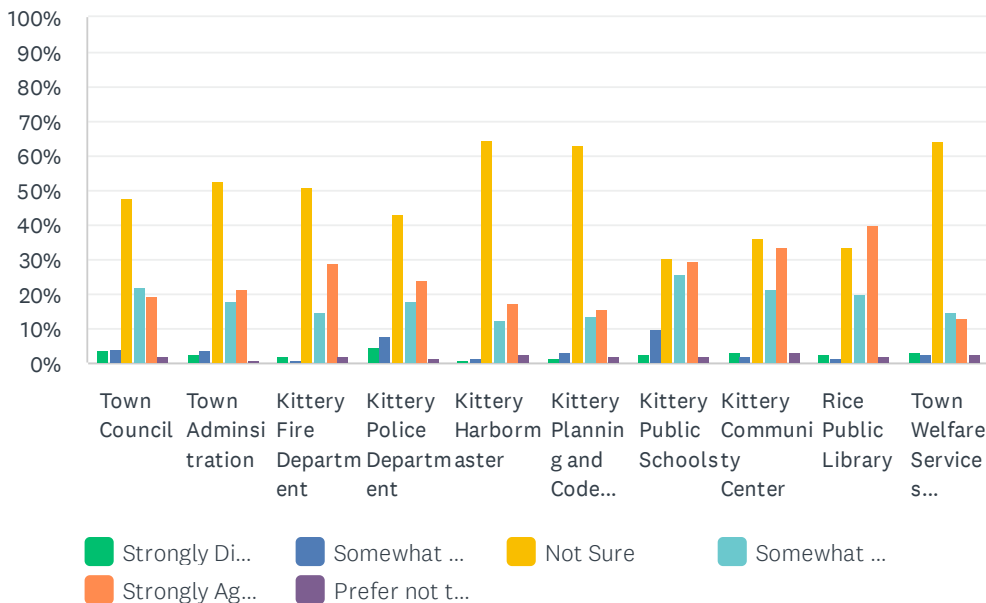


	STRONGLY DISAGREE	SOMEWHAT DISAGREE	NOT SURE	SOMEWHAT AGREE	STRONGLY AGREE	PREFER NOT TO ANSWER	TOTAL	WEIGHTED AVERAGE
I experience Kittery as a WELCOMING and INCLUSIVE community.	6.06% 12	5.56% 11	7.07% 14	42.42% 84	35.86% 71	3.03% 6	198	3.99
OTHERS EXPERIENCE Kittery as a WELCOMING and INCLUSIVE community.	3.55% 7	5.58% 11	37.06% 73	34.01% 67	17.26% 34	2.54% 5	197	3.57
ACTIONS of the Town Leadership REFLECT A COMMITMENT to diversity, equity and inclusion in Kittery	4.55% 9	7.58% 15	30.81% 61	32.83% 65	19.70% 39	4.55% 9	198	3.58
I feel a SENSE of BELONGING in Kittery.	7.58% 15	10.10% 20	16.16% 32	32.32% 64	31.31% 62	2.53% 5	198	3.72

Q3 I believe these town services and/or offices TREAT ALL PEOPLE EQUITABLY REGARDLESS OF THEIR IDENTITY (If you have not used or interacted with the service select "Not Sure")

Answered: 187 Skipped: 38

Understanding Diversity, Equity, and Inclusion in Kittery



	STRONGLY DISAGREE	SOMEWHAT DISAGREE	NOT SURE	SOMEWHAT AGREE	STRONGLY AGREE	PREFER NOT TO ANSWER	TOTAL	WEIGHTED AVERAGE
Town Council	3.80% 7	4.35% 8	47.83% 88	22.28% 41	19.57% 36	2.17% 4	184	3.56
Town Administration	2.72% 5	3.80% 7	52.72% 97	17.93% 33	21.74% 40	1.09% 2	184	3.55
Kittery Fire Department	2.16% 4	1.08% 2	50.81% 94	14.59% 27	29.19% 54	2.16% 4	185	3.74
Kittery Police Department	4.89% 9	8.15% 15	42.93% 79	17.93% 33	24.46% 45	1.63% 3	184	3.54
Kittery Harbormaster	1.09% 2	1.63% 3	64.67% 119	12.50% 23	17.39% 32	2.72% 5	184	3.52
Kittery Planning and Code Enforcement	1.64% 3	3.28% 6	63.39% 116	13.66% 25	15.85% 29	2.19% 4	183	3.45
Kittery Public Schools	2.72% 5	9.78% 18	30.43% 56	25.54% 47	29.35% 54	2.17% 4	184	3.76
Kittery Community Center	3.24% 6	2.16% 4	36.22% 67	21.62% 40	33.51% 62	3.24% 6	185	3.90
Rice Public Library	2.70% 5	1.62% 3	33.51% 62	20.00% 37	40.00% 74	2.16% 4	185	3.99
Town Welfare Services (General Assistance)	3.23% 6	2.69% 5	63.98% 119	14.52% 27	12.90% 24	2.69% 5	186	3.39

Q4 What are Kittery's STRENGTHS relative to diversity, equity, and inclusion?

Answered: 133 Skipped: 92

Understanding Diversity, Equity, and Inclusion in Kittery

#	RESPONSES	DATE
1	Willingness to discuss these issues!	6/7/2023 12:04 PM
2	They are trying but still clearly from a position of advantage and only book knowledge of the impact of white supremacy, which they benefit from and it can overshadow their opinions of what they think they are doing "right" to fix a "wrong." Kittery is not diverse enough for a fair evaluation of any possible strength in this area.	6/4/2023 9:16 PM
3	They talk the talk but see #5	5/31/2023 5:24 PM
4	Military community that brings people from all over to Kittery. Well meaning residents who want to be inclusive	5/25/2023 10:32 PM
5	I feel that most people are welcoming no matter race, ethnicity or religion.	5/17/2023 6:26 AM
6	Kittery schools	5/16/2023 11:54 PM
7	Inclusipn	5/16/2023 10:56 AM
8	Idk	5/16/2023 10:41 AM
9	Not sure	5/16/2023 10:32 AM
10	They are DEI	5/16/2023 10:31 AM
11	I think everyone is pretty inclusive	5/15/2023 1:59 PM
12	i don't know	5/15/2023 1:45 PM
13	Lots of inclusion	5/15/2023 10:55 AM
14	I think we as a town try to be very open and inclusive for everyone to feel safe and represented.	5/15/2023 10:53 AM
15	Because there are few people in Kittery that different ethnically or racially, most Kittery residents are please to welcome them. Most minority people are unique, and therefore interesting.	5/15/2023 10:53 AM
16	That I am not sure about.	5/15/2023 10:45 AM
17	Small town	5/15/2023 10:45 AM
18	For a small town in Maine we have a fair amount of diversity, largely due to the Shipyard.	5/15/2023 10:44 AM
19	Including everyone in stuff	5/15/2023 10:43 AM
20	??	5/15/2023 10:43 AM
21	One strength of Kittery's DEI is in education at Traip Academy.	5/15/2023 10:43 AM
22	Idk	5/15/2023 10:38 AM
23	Their job, working with black Americans and working together	5/15/2023 10:38 AM
24	They are good at haveing a big part of our community to make everyone feel equil	5/15/2023 10:38 AM
25	We're inclusive	5/15/2023 10:37 AM
26	Nothing	5/15/2023 10:37 AM
27	Most teachers are inclusive	5/15/2023 10:37 AM
28	Everybody knows everybody and everybody was really nice	5/15/2023 10:37 AM
29	The location and the sense of involvement	5/15/2023 10:37 AM
30	exchange students in schools	5/15/2023 10:37 AM
31	I dont know	5/15/2023 10:36 AM
32	It seems equal and inclusive	5/15/2023 10:36 AM
33	I think that kittery is very good at keeping things equal unlike other places	5/15/2023 10:36 AM

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34	There aren't many. It's failing in many ways.	5/15/2023 10:36 AM
35	I'm really not sure, I haven't really heard anything	5/15/2023 10:36 AM
36	Integration	5/15/2023 10:35 AM
37	They welcome	5/15/2023 10:35 AM
38	Idk	5/15/2023 10:35 AM
39	None	5/15/2023 10:35 AM
40	Signs	5/15/2023 10:35 AM
41	Always including everyone	5/15/2023 10:35 AM
42	They include everyone	5/15/2023 10:35 AM
43	Putting up signs everywhere and making sure people are welcomed and safe	5/15/2023 10:35 AM
44	Idk	5/15/2023 10:35 AM
45	I'm not sure	5/15/2023 10:35 AM
46	I feel that the town of Kittery provides fair opportunity regardless of ones identity.	5/15/2023 10:35 AM
47	Not many	5/15/2023 10:34 AM
48	No clue	5/15/2023 10:34 AM
49	I have no idea	5/15/2023 10:34 AM
50	-making people feel welcome	5/15/2023 10:34 AM
51	I don't know	5/15/2023 10:34 AM
52	I think we have a decently diverse community and we often find ways to celebrate that	5/15/2023 10:34 AM
53	We are very inclusive and accept everyone	5/15/2023 10:34 AM
54	Meetings	5/15/2023 10:33 AM
55	I don't know any	5/15/2023 10:33 AM
56	None	5/15/2023 10:33 AM
57	Not sure	5/15/2023 10:33 AM
58	The big sign on 95 coming north that says Welcome to Maine	5/15/2023 10:33 AM
59	Kittery treats most people with respect and does not discriminate.	5/15/2023 10:33 AM
60	Trying to make everyone feel seen and included	5/15/2023 10:33 AM
61	Respectful	5/15/2023 10:33 AM
62	Not sure	5/15/2023 10:32 AM
63	I do not know	5/15/2023 10:32 AM
64	Not sure	5/15/2023 10:32 AM
65	They are very welcoming regardless of skin, religion, or sexuality.	5/15/2023 10:32 AM
66	Kittery is not a very diverse town so they are not having any chance to show our strengths.	5/15/2023 10:32 AM
67	I am not sure	5/15/2023 10:32 AM
68	They welcome and include all races and sexes	5/15/2023 10:32 AM
69	I don't know	5/15/2023 10:31 AM
70	idk	5/15/2023 10:31 AM
71	Not sure	5/15/2023 10:31 AM

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72	We're nice	5/15/2023 10:31 AM
73	Don't know	5/15/2023 10:31 AM
74	I don't know	5/15/2023 10:31 AM
75	I don't know	5/15/2023 10:31 AM
76	Everybody feels included.	5/15/2023 10:31 AM
77	Not sure	5/15/2023 10:31 AM
78	Never discriminates against people.	5/15/2023 10:31 AM
79	Kittery is decently diverse as it is and people treat eachother Equally	5/15/2023 10:31 AM
80	i think we are good at making people feel welcome	5/15/2023 10:31 AM
81	The town is a large split in residence of young and very old. This lets kids mostly be able to interact with kids, and not worry about loud middle aged adults	5/15/2023 10:31 AM
82	There are lots of people from different heritage that live in this town	5/15/2023 10:31 AM
83	We are welcoming	5/15/2023 10:31 AM
84	I don't know	5/15/2023 10:30 AM
85	I don't know	5/15/2023 10:30 AM
86	I think kittery seems inclusive and makes people feel welcome	5/15/2023 10:30 AM
87	Idk	5/15/2023 10:30 AM
88	There's groups in school dedicated to DEI, as well as some signs up in the school.	5/15/2023 10:30 AM
89	I'm Not sure	5/15/2023 10:29 AM
90	Honestly don't know	5/15/2023 10:29 AM
91	They teach a lot of diversity and make sure everyone is included	5/15/2023 10:29 AM
92	Everyone has equal opportunities	5/15/2023 10:29 AM
93	I don't know	5/15/2023 10:29 AM
94	We live on the water	5/15/2023 10:28 AM
95	IDK	5/15/2023 9:12 AM
96	idk	5/15/2023 9:08 AM
97	welcoming community	5/15/2023 8:39 AM
98	Establishing this DEI committee is a good step forward.	5/13/2023 7:35 PM
99	its has very welcoming and tolerant community members	5/11/2023 10:14 PM
100	Willingness to learn	5/11/2023 9:59 AM
101	I think the town council is very committed to promoting DEI. I think our relationship with the navy yard brings in a great deal of diversity that we would otherwise not see.	5/10/2023 9:08 PM
102	We are welcoming in theory	5/10/2023 7:58 PM
103	I can't think of anything that stands out. There are no cultural events or genuine actionable items to attract and retain diverse residents and families	5/10/2023 6:55 PM
104	mix of lower, middle, and upper income residents Foreside is welcoming and inclusive Town's public commitment and planning efforts re: DEI Sense of history related to tourism for African Americans	5/9/2023 2:36 PM
105	I think that Kittery's status as the "gateway to Maine" and especially as the home to the PNSY incline it's citizens to be patient and welcoming to newcomers in general	5/8/2023 1:46 PM
106	strang strengths as I (we) are native and applied to all boards and rejected, even this board,	5/8/2023 1:27 PM

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with and without notice of implied discrimination, using their strength to be bigots when wanting.

107	Decent social services.	5/5/2023 4:47 PM
108	Not sure. I don't see many people of color here, and the diversity in class has drastically changed.	5/5/2023 12:58 PM
109	Town wide committee looking at issue. The fact that we have many military families here for elementary school. Military liasion with Kittery Schools. Kittery School District's ESOL program in early stages, but good work so far- will need much support to support ESOL students	5/4/2023 8:56 AM
110	Kittery is an inviting community with a vibrant non-profit and support system. If people are in need there are many organizations ready to help out.	5/3/2023 3:46 PM
111	I love the community center they do a wonderful job having programs for all age groups	5/2/2023 6:38 PM
112	We try; our heart is in the right place	5/1/2023 7:16 PM
113	Kittery residents tend to be diverse in their background knowledge and this has lended to the town's overall acceptance of those who have differences.	5/1/2023 5:51 PM
114	The fact that Kittery has a committee to address this.	5/1/2023 4:48 PM
115	Kittery is an extremely welcoming and accepting community	5/1/2023 4:25 PM
116	The diversity due to the shipyard	5/1/2023 4:22 PM
117	Welcoming community members	5/1/2023 4:00 PM
118	Portsmouth Naval Shipyard brings a steady stream of folks representing the diversity of the country, and the world. This has made Kittery much more open and inclusive than similar sized towns in Maine.	5/1/2023 3:48 PM
119	Kittery is a very welcoming and accepting community.	5/1/2023 3:42 PM
120	Kittery has been welcoming shipyard workers and naval personnel - people of all backgrounds- into the schools and community for years.	5/1/2023 2:08 PM
121	Town is trying to be inclusive.	5/1/2023 1:55 PM
122	There seems to be a slight uptick in diversity for Kittery residents.	5/1/2023 1:34 PM
123	Because the Navy yard, people from all over the country are housed here, and are welcomed.	5/1/2023 1:16 PM
124	We are in a potential diverse location .	5/1/2023 1:03 PM
125	We only moved here in 2019 and we are white, so it's hard for us to know how to answer this question.	5/1/2023 12:52 PM
126	Rest Rock and acknowledgement of slave history	5/1/2023 12:40 PM
127	good question. there was a black lives march a while back. not sure how that interest as sustained itself. I find it hard to keep up with what is happening in Kittery.	5/1/2023 12:38 PM
128	No special ways to treat people YOU SHOULD treat ALL equal none of the nonsense your trying to divide people with	5/1/2023 12:37 PM
129	We certainly have economic diversity but there is such an ingrained attitude against acceptance of anyone not born and bred here, Kittery Point v the others. It's not welcoming.	5/1/2023 12:33 PM
130	Don't really care. I think this exercise is a joke	5/1/2023 12:25 PM
131	Sense that people from diverse backgrounds are included in various activities.	5/1/2023 12:25 PM
132	Creating a DEI committee speaks to an interest in inclusion, which I applaud	5/1/2023 12:24 PM
133	Most people are generally open-minded and inclusive	5/1/2023 12:24 PM

Q5 What are Kittery's CHALLENGES relative to diversity, equity, and inclusion?

Answered: 139 Skipped: 86

#	RESPONSES	DATE
1	Too much lip service, not enough tangible study and action. In my experience raising questions usually leads to defensiveness and lip service to "check the box" rather than to deeply understand the issue through a critical lens to develop meaningful policy	6/7/2023 12:04 PM
2	IMHO white people cannot relate to the experience of BIPOC and I wish they'd stop trying. Instead, choose to accept and believe the experiences of BIPOC, commit to your own UNLEARNING, understand your own power and privilege and know that your job is to help dismantle white supremacy alongside BIPOC – not to understand what it feels like to experience it everyday (even if you have a significant other of color or a child of color – you are only fooling yourself if you believe you fully understand it.)	6/4/2023 9:16 PM
3	This can only be rated if a community has enough citizens that can fall into those 3 categories for a fair assessment. If you don't have qualified applicants to claim those 3 that is a challenge itself.	5/31/2023 5:24 PM
4	Very little racial and ethnic diversity. Too much expectation that everyone will be the same. People unwilling to accept the experiences of others if those experiences differ from our personal experiences and view.	5/25/2023 10:32 PM
5	There just isn't enough diversity in the school system to make kids feel welcome. No fault of the town, but when there are only a few people of a different race attending the school, it makes it difficult for those who do. And we have seen many leave the town school system because of that.	5/17/2023 6:26 AM
6	It's a bubble of white people who do not like people from away	5/16/2023 11:54 PM
7	Not much diversity	5/16/2023 10:56 AM
8	A lot of people pretend to be inclusive but are actually very not	5/16/2023 10:41 AM
9	Not sure	5/16/2023 10:32 AM
10	None	5/16/2023 10:31 AM
11	A focus on DEI has in many instances become a focus on superficial diversity that lumps individuals into broad identity groups and rejects the unique experiences of every person. Focusing on the apparent group over the individual can exclude people who may appear to belong to a particular identity group but not share its presumed experiences or values. I have personally felt unwelcome on several occasions when people assumed my experiences and beliefs based on my appearance, background, and career. Additionally, focusing on apparent group identity over individual inclusion fosters a culture where prejudice and discrimination can become more acceptable, which can exacerbate disparities within a particular group. A renewed emphasis on the unique experiences, values, and contributions of every individual can create a more inclusive environment for everyone and lead to more equitable outcomes than a focus on broad group identities.	5/15/2023 8:20 PM
12	I'm not sure	5/15/2023 1:59 PM
13	Stigma around mental health and self expression	5/15/2023 1:45 PM
14	Students areeging to it	5/15/2023 10:55 AM
15	Not everyone maybe feels heard? Youth?	5/15/2023 10:53 AM
16	Finding jobs.	5/15/2023 10:45 AM
17	I am not sure	5/15/2023 10:45 AM

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18	Kittery lacks affordable housing.	5/15/2023 10:44 AM
19	I'm not sure	5/15/2023 10:43 AM
20	??	5/15/2023 10:43 AM
21	I think that one challenge relative to Kittery's DEI is equal education in some Kittery's other public schools, specifically Mitchell School. In Mitchell, there is an obvious lack of Male educators, which will hinder young boys early learning experience, and will cause a plurality of learning setbacks in multiple subjects as compared to their Female counterparts.	5/15/2023 10:43 AM
22	I don't have any	5/15/2023 10:38 AM
23	Getting stuff done and fixing a slow recession	5/15/2023 10:38 AM
24	Making it so that everyone has there own road (everyone has a different path they have to go down)	5/15/2023 10:38 AM
25	There's not much diversity	5/15/2023 10:37 AM
26	Everything	5/15/2023 10:37 AM
27	All teachers being inclusive	5/15/2023 10:37 AM
28	There is not much diversity	5/15/2023 10:37 AM
29	The majority of people in kittery being white.	5/15/2023 10:37 AM
30	problem solving skills in schools	5/15/2023 10:37 AM
31	We aren't very diverse	5/15/2023 10:36 AM
32	It isn't very diverse	5/15/2023 10:36 AM
33	not sure	5/15/2023 10:36 AM
34	The kids drive other kids out of the school system. Overall the status of the schools and their acceptance is abysmal. The culture of non-acceptance in Kittery schools continues to be an issue.	5/15/2023 10:36 AM
35	I think the we really aren't an accepting society	5/15/2023 10:36 AM
36	Not much	5/15/2023 10:35 AM
37	I dont know	5/15/2023 10:35 AM
38	Money	5/15/2023 10:35 AM
39	None	5/15/2023 10:35 AM
40	Idk	5/15/2023 10:35 AM
41	Not really sure	5/15/2023 10:35 AM
42	Just subjecting	5/15/2023 10:35 AM
43	Not being consistent with the welcoming	5/15/2023 10:35 AM
44	Idk	5/15/2023 10:35 AM
45	I'm not sure	5/15/2023 10:35 AM
46	I'm not sure, however one challenge may be that Kittery isn't that diverse, at least in my experience.	5/15/2023 10:35 AM
47	Not many	5/15/2023 10:34 AM
48	No clue	5/15/2023 10:34 AM
49	I don't know	5/15/2023 10:34 AM
50	-not showing people welcome	5/15/2023 10:34 AM
51	I don't know	5/15/2023 10:34 AM

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52	I feel like we sometimes struggle to enforce treating people with kindness and we really just talk about it, but don't actually see it happening in our community	5/15/2023 10:34 AM
53	We aren't super diverse	5/15/2023 10:34 AM
54	I don't know	5/15/2023 10:33 AM
55	No clue	5/15/2023 10:33 AM
56	None	5/15/2023 10:33 AM
57	At least in the school in terms of support and posters and stuff the school seems to prefer supporting certain marginalized groups over others	5/15/2023 10:33 AM
58	Kittery isn't very diverse in terms of people.	5/15/2023 10:33 AM
59	They struggle with keeping things balanced between people and do not do a very good job at maintaining balance they get right.	5/15/2023 10:33 AM
60	No much diversity here	5/15/2023 10:33 AM
61	I don't know	5/15/2023 10:33 AM
62	Not sure	5/15/2023 10:32 AM
63	I do not know	5/15/2023 10:32 AM
64	Not sure	5/15/2023 10:32 AM
65	Not sure.	5/15/2023 10:32 AM
66	Kittery does not have any challenges because Kittery is not very diverse	5/15/2023 10:32 AM
67	It's very divided economically	5/15/2023 10:32 AM
68	Nothing really	5/15/2023 10:32 AM
69	not sure	5/15/2023 10:31 AM
70	idk	5/15/2023 10:31 AM
71	Welcoming people of different races	5/15/2023 10:31 AM
72	I don't know	5/15/2023 10:31 AM
73	Racial	5/15/2023 10:31 AM
74	I don't know	5/15/2023 10:31 AM
75	I don't know	5/15/2023 10:31 AM
76	I don't know	5/15/2023 10:31 AM
77	Not sure	5/15/2023 10:31 AM
78	Some small minded people because it is a small town	5/15/2023 10:31 AM
79	There is always a group of people that wont treat everybody equally	5/15/2023 10:31 AM
80	there's not much diversity	5/15/2023 10:31 AM
81	The big gap means there's less to do in Kittery as many of the community center activities are tailored to them	5/15/2023 10:31 AM
82	I have no idea	5/15/2023 10:31 AM
83	Idk	5/15/2023 10:31 AM
84	There's not a whole lot of diversity in Kittery	5/15/2023 10:30 AM
85	I don't know	5/15/2023 10:30 AM
86	A lot of people are not inclusive and the school system sucks	5/15/2023 10:30 AM
87	There aren't really many people in kittery that aren't equal	5/15/2023 10:30 AM

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88	I haven't experienced anything wrong	5/15/2023 10:30 AM
89	People not being interested in DEI, or caring.	5/15/2023 10:30 AM
90	Can't think of any	5/15/2023 10:29 AM
91	Also don't know	5/15/2023 10:29 AM
92	The town is mostly white people so there isn't a lot of diversity	5/15/2023 10:29 AM
93	I don't know	5/15/2023 10:29 AM
94	I don't know	5/15/2023 10:29 AM
95	There is a lack of diversity in the population.	5/15/2023 10:29 AM
96	We are a small school	5/15/2023 10:28 AM
97	IDK	5/15/2023 9:12 AM
98	we're a small town made up mostly of old people and mostly of white people so diversity in Kittery is lacking	5/15/2023 9:08 AM
99	Little diversity	5/15/2023 8:39 AM
100	I think having the shipyard as part of our community makes it challenging since that is owned by the federal government.	5/13/2023 7:35 PM
101	it tends to be a community that is old and white	5/11/2023 10:14 PM
102	Historical and existing demographics lack ethnic diversity	5/11/2023 9:59 AM
103	Being a predominantly white community there are many people who do not have an understanding of DEI, and are unaware of the effect their actions and words can have on minority members of our community it's.	5/10/2023 9:08 PM
104	Cost of housing	5/10/2023 8:04 PM
105	We do not have many people of color who live in this community.	5/10/2023 7:58 PM
106	Lack of resources, activities things to do..lack of commitment to hosting activities and events that embrace cultures outside of Maine	5/10/2023 6:55 PM
107	assuring affordable housing assuring that law enforcement and all first responders treat everyone with equal respect and dignity the growing presence of white supremacy groups	5/9/2023 2:36 PM
108	The housing shortage and the recently skyrocketing real estate prices make it hard for buys or renters to find homes in integrated neighborhoods where a wider group of new residents might lead to friendly relationships among kids and adults alike.	5/8/2023 1:46 PM
109	Respect for lower income residents and stop always favoring incoming developers and transplants. Stop ignorance about health-seeking vegan residents. There is a need to advance showing compassion and rights for human vegans and for animals.	5/8/2023 1:27 PM
110	Recognizing that DEI applies to race, sexuality, gender, ability, age, and more. Many seem to think we don't have issues because the town isn't racially diverse (which is untrue). Just my observation. Another is that I don't know what the town has done in this arena. More communication and transparency could help.	5/5/2023 4:47 PM
111	Visibility and education?	5/5/2023 12:58 PM
112	People who believe "we don't have 'these problems' here." The "been here for 4 generations" vs. "from away" mindset. Lack of affordable housing. High school curriculum at Traip needs to be worked on to include DEI awareness	5/4/2023 8:56 AM
113	Kittery does not have the resources to provide housing choices to the unhoused. Food help is available but transitional and low income housing is lacking. The empty Kittery Outlets should be turned into housing.	5/3/2023 3:46 PM
114	DEI means different things to different people. Having some folks beliefs over ruled by others beliefs is concerning.	5/3/2023 10:37 AM
115	We do not need condos all over the place to make us feel like we are living in Boston. We	5/2/2023 6:38 PM

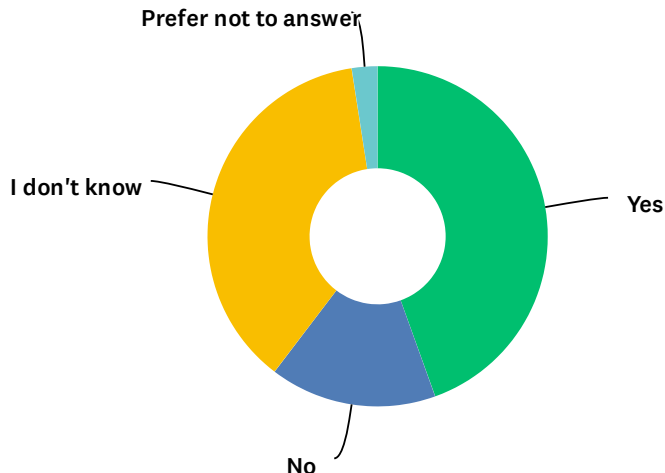
Understanding Diversity, Equity, and Inclusion in Kittery

need quality of life and fix up what we do have.

116	We aren't very diverse	5/1/2023 7:16 PM
117	The political climate in our nation seems to create divisiveness rather than promoting unity. This can hamper people's attempts to promote inclusion for fear of reprisals from some outliers. Kittery has done a nice job standing up against these types though (for example-when the Neo-nazi faction came to the KTP and a counter protest was formed to support diversity).	5/1/2023 5:51 PM
118	Getting the public involved.	5/1/2023 4:48 PM
119	None	5/1/2023 4:25 PM
120	No trans visibility	5/1/2023 4:22 PM
121	I oppose any effort to push "equity" which is equal outcomes as opposed to equal opportunities. Diversity and inclusion are fine, but we are a merit-based society.	5/1/2023 4:00 PM
122	Economics, housing costs and availability, and the limits of what a small town can do.	5/1/2023 3:48 PM
123	None	5/1/2023 3:42 PM
124	Not a very diverse population	5/1/2023 3:02 PM
125	None	5/1/2023 2:08 PM
126	There is no low income or workforce housing available. The residents used to include people from all backgrounds. Many who work in local businesses travel from ore affordable areas.	5/1/2023 1:55 PM
127	There doesn't seem to be any progress for equity and inclusion though. Minimal minority owned businesses and personal properties in Kittery for starters.	5/1/2023 1:34 PM
128	Local Kittery folks who think change is inherently bad or means something bad.	5/1/2023 1:21 PM
129	Current Republican mindset to focus and go after gays and trans people.	5/1/2023 1:16 PM
130	Kittery is very much like grade school with groups of people. It seems the people with money rule the town. If they can't get what they want, they run the ballot repeatedly until it passes. That isn't welcoming to someone outside the clique.	5/1/2023 1:03 PM
131	I think being aware of how good a job the town is doing with regard to diversity, equity, and inclusion is a good start and this questionnaire should provide points to ponder. I am concerned about the NSC-131 new-nazi activities in our area (such as their standing in front of Kittery Trading Post with a banner reading "Keep America White") and our town needs to denounce this growing presence swiftly and clearly.	5/1/2023 12:52 PM
132	Division among residents based on income and unreasonable housing prices	5/1/2023 12:40 PM
133	There are no obvious indicators of interest in DEI in kittery that are visible to the casual visitor.	5/1/2023 12:38 PM
134	Stop all this nonsense and treat all the same Mind your own business about all people	5/1/2023 12:37 PM
135	More housing, better regulations of landlords of rental properties, better oversight of the large affordable housing area. off route 1 and opposite the mobile home park. The children run wild between school and when a parent comes home after work. They need a KCC annex for programming that is professionally supervised.	5/1/2023 12:33 PM
136	Having a committee to point out differences.	5/1/2023 12:25 PM
137	Ensuring calendars of all religions are consulted before scheduling meeting, events, adult ed classes, etc. Have library and town events reflect diverse holidays and traditions of diverse religions.	5/1/2023 12:25 PM
138	This is a very white area and the cost of real estate these days, not to mention the cost of living in general (everywhere) is no doubt making it harder to access for folks who are not affluent. I don't want to see our area turn into a place that only rich people can call home. Affordable housing will help to push back against this trend, I think.	5/1/2023 12:24 PM
139	We're 99.9% lily white. Not much diversity to work with unless a submarine comes in to town	5/1/2023 12:24 PM

Q6 Should Kittery DO MORE to ADDRESS ISSUES related to diversity, equity, and inclusion?

Answered: 164 Skipped: 61

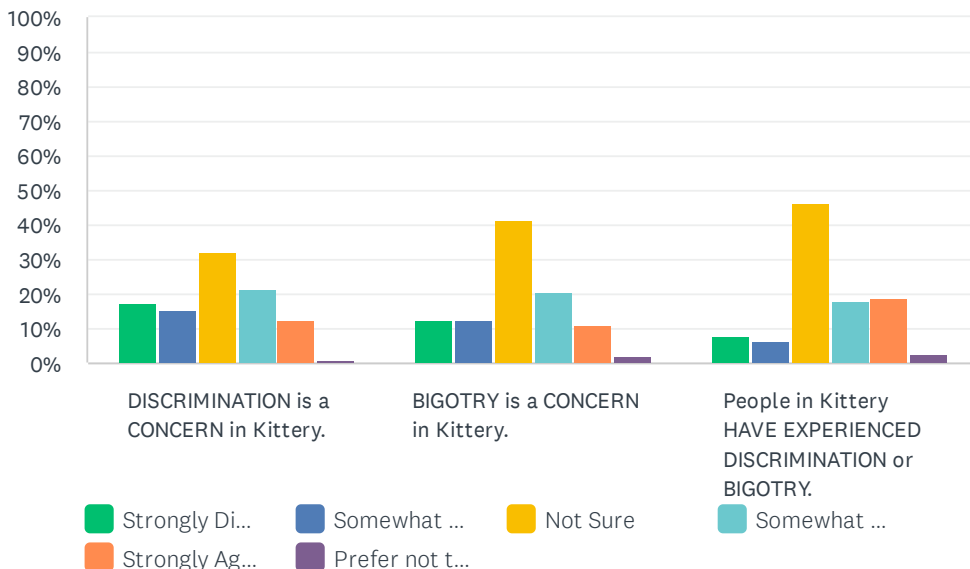


ANSWER CHOICES	RESPONSES	
Yes	44.51%	73
No	15.85%	26
I don't know	37.20%	61
Prefer not to answer	2.44%	4
TOTAL		164

Q7 Please share your opinion on the following statements:

Answered: 158 Skipped: 67

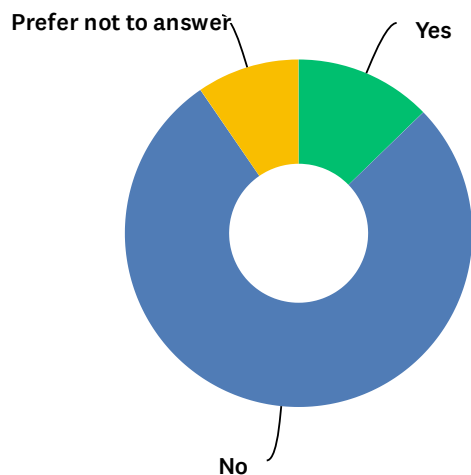
Understanding Diversity, Equity, and Inclusion in Kittery



	STRONGLY DISAGREE	SOMEWHAT DISAGREE	NOT SURE	SOMEWHAT AGREE	STRONGLY AGREE	PREFER NOT TO ANSWER	TOTAL	WEIGHTED AVERAGE
DISCRIMINATION is a CONCERN in Kittery.	17.20% 27	15.29% 24	31.85% 50	21.66% 34	12.74% 20	1.27% 2	157	2.97
BIGOTRY is a CONCERN in Kittery.	12.74% 20	12.74% 20	41.40% 65	20.38% 32	10.83% 17	1.91% 3	157	3.04
People in Kittery HAVE EXPERIENCED DISCRIMINATION or BIGOTRY.	7.64% 12	6.37% 10	46.50% 73	17.83% 28	19.11% 30	2.55% 4	157	3.35

Q8 Have YOU EXPERIENCED DISCRIMINATION OR BIGOTRY in Kittery BUSINESSES or ORGANIZATIONS?

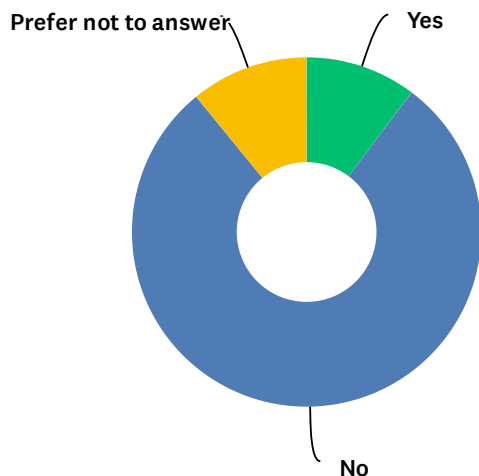
Answered: 157 Skipped: 68



ANSWER CHOICES	RESPONSES	
Yes	12.74%	20
No	77.71%	122
Prefer not to answer	9.55%	15
TOTAL		157

Q9 Have YOU EXPERIENCED DISCRIMINATION or BIGOTRY from Kittery TOWN SERVICES?

Answered: 156 Skipped: 69



Understanding Diversity, Equity, and Inclusion in Kittery

ANSWER CHOICES	RESPONSES	
Yes	10.26%	16
No	78.85%	123
Prefer not to answer	10.90%	17
TOTAL		156

Q10 Please share any additional comments or use this space to elaborate on your responses.

Answered: 72 Skipped: 153

#	RESPONSES	DATE
1	Town councilors have publicly targeted and humiliated residents and elected board members they disagree with. There is a claim to value equity on one hand, then public displays of hostility when there is disagreement on addressing it with action and policy. Kittery schools brush aside resident concerns. While crafting responses that appear appropriate on their surface (public forums and committees), there is little meaningful follow through via action, policy change, or even transparent data analysis. KPD does not collect data that allows the town to identify potential concerns equity and address them. Equity training for municipal employees has been inadequate to nonexistent.	6/7/2023 12:15 PM
2	People NOT of color need to recognize that maybe they are not (?) racist, but that they do benefit from living in a system of institutionalized racism that they absorb and actively benefit from it. I am a bit astounded by the number of people NOT of color who claim to be connected to cultures they know nothing about and boldly claim the knowledge with all the white privilege that life has provided them. Like looking at the world through rose colored glasses. it.). We need to get beyond that which is still socially acceptable in covert white supremacy, that are STILL predominately socially acceptable in our society. White silence, racial profiling, the tone policing: "there's only one human race." REWRITING HISTORY, cultural appropriation, comments such as "you're so articulate, where are you from?" Meritocracy myth, "we need qualified candidates." Belief can often be reverse racism, and a very false sense of superiority "But I don't see color!" Racism involves having institutional power over land, resources and politics. In a time where voting rights and legal rights in general are always in threat for people of color there could not be a reverse racism counter play that would reverse 500 years of oppression on people.	6/4/2023 9:24 PM
3	It's nice to see signs around town promoting DEI and justice. However, how do we really create change? Schools should get rid of the SRO and implement restorative justice. Should we be paying reparations? What would that look like?	5/25/2023 10:43 PM
4	There can always be more education on diversity, equity and inclusion.	5/17/2023 6:27 AM
5	No	5/16/2023 10:33 AM
6	Bigotry can take many forms, including the rampant polarization of the extremes of the two major political parties. I have on numerous occasions heard otherwise reasonable and friendly people assume horrible things about anybody who does not agree with them, celebrate misfortunes that befall them, and actively exclude people who do not agree. This exclusion is based on a belief that there are only two sides, and that anybody who does not agree with one side must invariably agree with the worst that a person can imagine about the other side. This intolerance rejects the reality that most people's beliefs are far more complex than a simple left or right spectrum. Engaging with diverse opinions starting at a young age primes people to respect different opinions, evaluate the veracity of multiple sources of information, and when disagreement is warranted disagree civilly. Actively creating opportunities where people can be exposed to a myriad of experiences and viewpoints can be conducive to greater understanding, tolerance, and inclusion. There is nothing wrong with disagreeing with someone	5/15/2023 8:39 PM

Understanding Diversity, Equity, and Inclusion in Kittery

if you understand them, but it is bigotry to disagree with them because your side others them by casting them on the other side.

7	Ive only had issues with people in the schools and with the PD because they honestly accuse or assume, way before they should and it's unprofessional.	5/15/2023 2:01 PM
8	aa	5/15/2023 1:46 PM
9	If you do not love people, you will see prejudice everywhere.	5/15/2023 11:02 AM
10	I am okay	5/15/2023 10:48 AM
11	I guess so?	5/15/2023 10:47 AM
12	Thank you for helping Kittery do this important work!	5/15/2023 10:46 AM
13	Pretty good at not discriminating	5/15/2023 10:40 AM
14	No	5/15/2023 10:39 AM
15	Why are people getting paid less like when there was a work strike at Starbucks?	5/15/2023 10:39 AM
16	No	5/15/2023 10:38 AM
17	alot of discrimination against women in schools	5/15/2023 10:38 AM
18	None	5/15/2023 10:37 AM
19	no	5/15/2023 10:37 AM
20	Yes	5/15/2023 10:37 AM
21	A family member of mine was driven out of the school system due to continued bullying. She attempted suicide 3-4 times as a result of this. Kittery kids continue to bully this person even when they have changed school systems. Accountability is a real issue in schools for both students and staff and I strongly believe change needs to happen.	5/15/2023 10:37 AM
22	No	5/15/2023 10:36 AM
23	I'm not sure	5/15/2023 10:36 AM
24	I'm not sure.	5/15/2023 10:36 AM
25	Not much	5/15/2023 10:35 AM
26	No	5/15/2023 10:35 AM
27	No	5/15/2023 10:35 AM
28	Dont have anything	5/15/2023 10:35 AM
29	Kittery needs to work on balancing and pay more attention to the schools and what they are forcing onto their students	5/15/2023 10:35 AM
30	No thank you	5/15/2023 10:34 AM
31	I don't get what this is	5/15/2023 10:34 AM
32	Nom	5/15/2023 10:34 AM
33	While the town of Kittery itself lacks diversity, much like the State of Maine itself, I think it's welcoming attitude makes up for this.	5/15/2023 10:34 AM
34	None	5/15/2023 10:33 AM
35	I don't interact with many outside situations	5/15/2023 10:33 AM
36	I have none	5/15/2023 10:33 AM
37	The school sucks and doesn't do anything about anything mentioned even though they Promise they will. Some of the teachers also discriminate and many are sexist	5/15/2023 10:33 AM
38	As of writing this, the people in my advisory are completely ignorant to literally everything mentioned on this. This should be a concern.	5/15/2023 10:33 AM

Understanding Diversity, Equity, and Inclusion in Kittery

39	N/A	5/15/2023 10:32 AM
40	No	5/15/2023 10:32 AM
41	Don't have any	5/15/2023 10:32 AM
42	I don't know	5/15/2023 10:32 AM
43	...	5/15/2023 10:32 AM
44	None	5/15/2023 10:32 AM
45	idk	5/15/2023 10:31 AM
46	Besides the occasional side eyes no, i don't know much man, I'm only a child	5/15/2023 10:30 AM
47	No	5/15/2023 10:30 AM
48	No	5/15/2023 10:30 AM
49	None	5/15/2023 10:29 AM
50	I have no comments	5/15/2023 10:29 AM
51	I have experienced discrimination and heard many bigoted things but not really in like businesses more just in school	5/15/2023 10:29 AM
52	Why has the non-resident parking at Seapoint beach shrunk so much in the past few years? Especially since every time I go there the resident parking is almost entirely unused. I think small things like this paint our town as unwelcoming and exclusive.	5/11/2023 10:31 PM
53	I have a brown friend who has experienced significant bigotry in Kittery. The white supremecists in front of KTP do not help.	5/10/2023 8:06 PM
54	The town appears to be politically divided indicating that there will be public pushback to any public dei initiatives. While i have not individually experienced bigotry, i do feel as though the town has demonstrated complicity in the face of discriminatory events. i feel that the town should have done more and quickly condemned the hate group that stood in front of ktp last year. We should also do more to welcome diverse families into this community, including understanding what resources or activities they would like or need Bc of this complicity and lack of inclusive resources, I do know that there are families chosing not to look at Kittery for housing.	5/10/2023 7:01 PM
55	Recently I've heard other Kittery residents (whos names I don;t know) comment with concern about what they called the increasing presence of white supremacists in Admiralty Village. Their words called to my mind the historic photos of KKK marches through downtown Kittery in the 1920s. We must guard against all that.	5/8/2023 1:48 PM
56	The Library Rice director predominantly in several instances	5/8/2023 1:27 PM
57	I've experienced racial discrimination. Usually microaggressions, but it leaves a bad taste in the mouth. The hardest part is the person doesn't realize their words are making me uncomfortable. I recognize it's hard because of everyone's lived experiences and it's not possible to give training resources to every business.	5/5/2023 4:50 PM
58	Ignorance and lack of world-view has been at base of discriminatory comments I have recieved. Lack of grace and civility especially social media wise (Kittery FB is ripe)	5/4/2023 8:58 AM
59	Kittery has been a military town for a long time. Between the navy yard, pease air base and the coast guards we have diversity.	5/2/2023 6:42 PM
60	On a whole, Kittery is a town that people of different backgrounds are accepted. As noted earlier, sometimes others from groups not associated with us have tried to "stir up the pot" by spreading circulars or having racist protests. These groups need to continue to be countered by the "true Kittery" citizens in order to not blemish our reputation.	5/1/2023 5:56 PM
61	I'm white so I haven't had a problem.	5/1/2023 4:49 PM
62	I believe some people will find a way to be offended or feel they are being discriminated against regardless of the reality of the situation.	5/1/2023 4:27 PM
63	Personal opinions do not often reflect the reality of a situation. Someone can be treated with	5/1/2023 4:02 PM

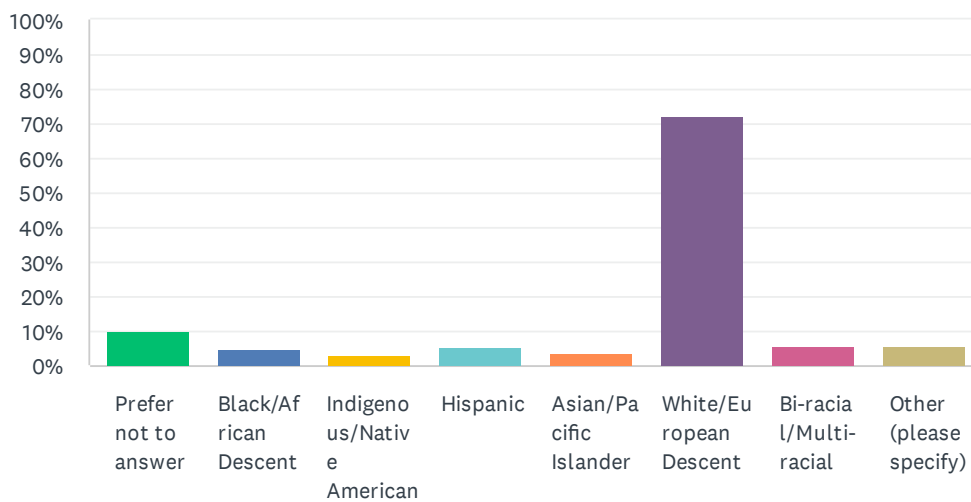
Understanding Diversity, Equity, and Inclusion in Kittery

respect and kindness, yet still feel slighted in some way unknown to those around them.

64	I'd like to see the town return to a place where people of all income levels can reside. This may require zoning changes, so that more affordable housing can be built.	5/1/2023 1:57 PM
65	I identify with multiple minority groups, not just racially, and I experience subtle racism constantly in Kittery.	5/1/2023 1:35 PM
66	The group that distributed flyers about white supremacy in Kittery is scary. We need to be strong and united against hate of all types.	5/1/2023 1:05 PM
67	As I said, we are new to Kittery and we are white, plus we are retired and don't have kids in the school system so it's hard for us to answer whether or not there are issues in our town, as we've settled in very peacefully here. I don't know of any racism or bigotry to any citizens of Kittery personally, but like I already mentioned I am concerned about a growing movement of hate towards people of color and LGBTQ+ folks so I do think it's a topic we all need to be mindful of.	5/1/2023 12:56 PM
68	I have witnessed uneven code enforcement with a display of sexism in the past at Sea Point beach. I find it is very difficult to feel connected in Kittery. a lack of town news source is part of that challenge.	5/1/2023 12:40 PM
69	General service dollars were inequitably distributed for years to the point that those that needed it wouldn't call. Charity must be nonjudgmental or it isn't true charity. I believe that with all my heart. Yes, a certain amount of validation...but then the motto should be "help is on the way".	5/1/2023 12:40 PM
70	We're all human!! stop this esg, crt, equity, diversity and division. YOU are the problem promoting this not the average people who live here and actually get along quite well.	5/1/2023 12:37 PM
71	Bigotry needs a few more generations to die off until it becomes indiscernible; you can't legislate away. Each generation improves the outlook as older bigots continue to die off.	5/1/2023 12:28 PM
72	Is this really an issue...or is it making something up to make people feel good inside?	5/1/2023 12:26 PM

Q11 Which best describes your RACIAL/ETHNIC IDENTITY? (Please check all that apply)

Answered: 154 Skipped: 71



Understanding Diversity, Equity, and Inclusion in Kittery

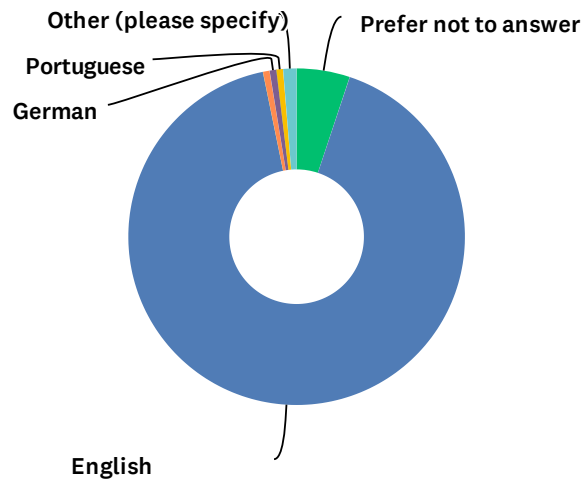
ANSWER CHOICES	RESPONSES
Prefer not to answer	9.74% 15
Black/African Descent	4.55% 7
Indigenous/Native American	3.25% 5
Hispanic	5.19% 8
Asian/Pacific Islander	3.90% 6
White/European Descent	72.08% 111
Bi-racial/Multi-racial	5.84% 9
Other (please specify)	5.84% 9
Total Respondents: 154	

#	OTHER (PLEASE SPECIFY)	DATE
1	I am white and I respect everyone	5/15/2023 10:49 AM
2	Mixrais	5/15/2023 10:47 AM
3	White american	5/15/2023 10:40 AM
4	Pure 100% American	5/15/2023 10:36 AM
5	White American	5/15/2023 10:36 AM
6	Aztec	5/15/2023 10:35 AM
7	Latin	5/15/2023 10:33 AM
8	inter-racial family native to Kittery and southern seacoast of NH and Maine. Your survey ignores our wildlife population, as kittery wrongly never considers the voiceless animals, fish, birds rights and needs for inclusion in all facets	5/8/2023 1:28 PM
9	Human	5/1/2023 12:38 PM

Q12 Which best describes your NATIVE LANGUAGE?

Answered: 156 Skipped: 69

Understanding Diversity, Equity, and Inclusion in Kittery



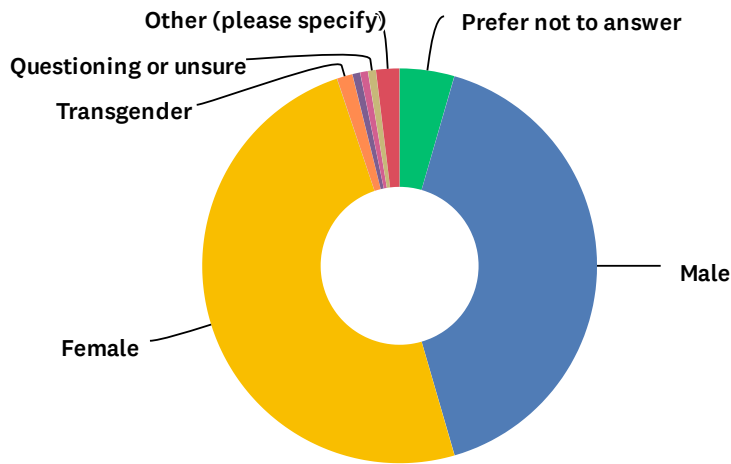
ANSWER CHOICES	RESPONSES	
Prefer not to answer	5.13%	8
English	91.67%	143
Abenaki or other Native Maine language	0.00%	0
French	0.00%	0
Spanish	0.64%	1
German	0.64%	1
Chinese	0.00%	0
Khmer	0.00%	0
Arabic	0.00%	0
Amharic	0.00%	0
Somali	0.00%	0
Swahili	0.00%	0
Portuguese	0.64%	1
Other (please specify)	1.28%	2
TOTAL		156

#	OTHER (PLEASE SPECIFY)	DATE
1	Jamaican	5/15/2023 10:45 AM
2	Filipino dialect- Ilongo	5/15/2023 10:32 AM

Q13 Which of the following REPRESENTS how you think of YOURSELF?

Answered: 156 Skipped: 69

Understanding Diversity, Equity, and Inclusion in Kittery



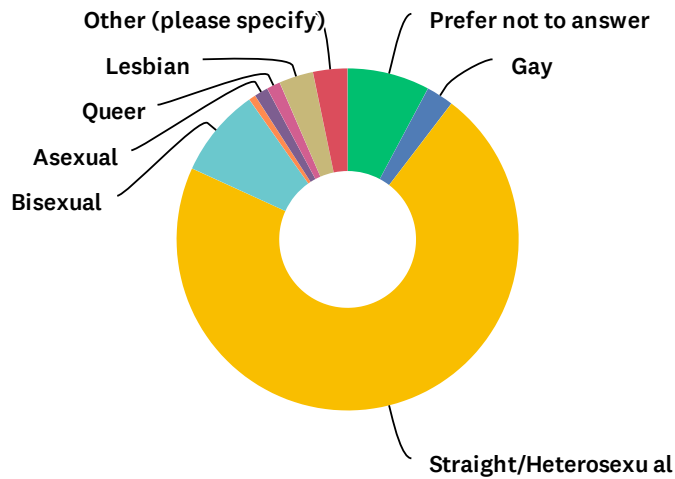
ANSWER CHOICES	RESPONSES	
Prefer not to answer	4.49%	7
Male	41.03%	64
Female	49.36%	77
Nonbinary	0.00%	0
Transgender	1.28%	2
Genderqueer	0.64%	1
Genderfluid	0.64%	1
Questioning or unsure	0.64%	1
Other (please specify)	1.92%	3
TOTAL		156

#	OTHER (PLEASE SPECIFY)	DATE
1	Attack helicopter	5/15/2023 10:34 AM
2	This question is part of the issue. Science tells me there are two genders. Made up gender terms are non science based! Emotion based!	5/3/2023 10:45 AM
3	Human	5/1/2023 12:38 PM

Q14 Which of the following REPRESENTS how you think of YOURSELF?

Answered: 154 Skipped: 71

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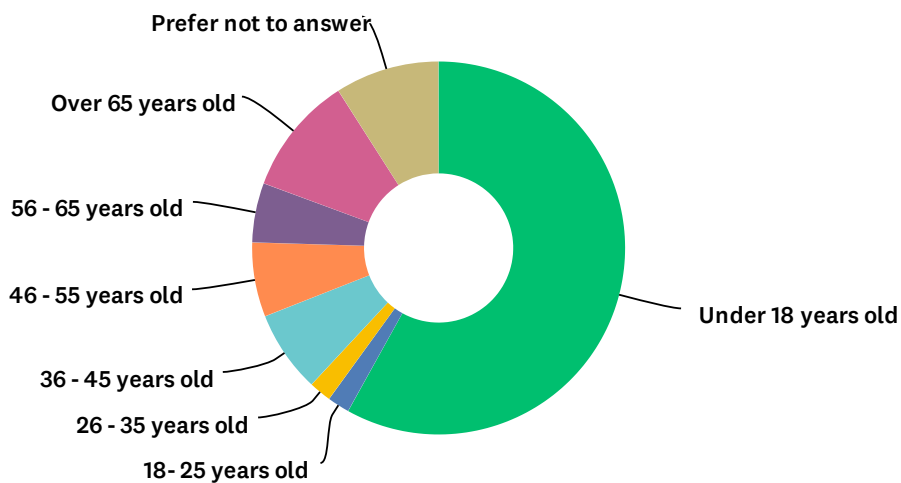
ANSWER CHOICES	RESPONSES	
Prefer not to answer	7.79%	12
Gay	2.60%	4
Straight/Heterosexual	71.43%	110
Bisexual	8.44%	13
Questioning or unsure	0.65%	1
Asexual	1.30%	2
Queer	1.30%	2
Lesbian	3.25%	5
Other (please specify)	3.25%	5
TOTAL		154

#	OTHER (PLEASE SPECIFY)	DATE
1	Nah	5/16/2023 10:33 AM
2	Yes	5/15/2023 10:41 AM
3	Odd question... do you mean today? I am pretty sure today and maybe tomorrow I am bisexual. How many options can I have?	5/3/2023 10:48 AM
4	And Old!	5/1/2023 12:42 PM
5	Human	5/1/2023 12:38 PM

Q15 Which best describes your AGE?

Answered: 155 Skipped: 70

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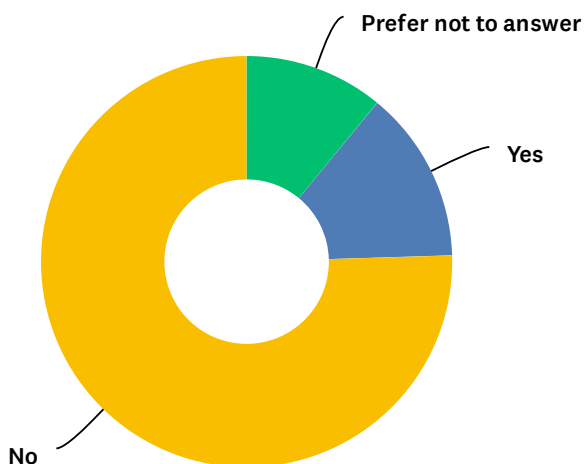


ANSWER CHOICES	RESPONSES	
Under 18 years old	58.06%	90
18- 25 years old	1.94%	3
26 - 35 years old	1.94%	3
36 - 45 years old	7.10%	11
46 - 55 years old	6.45%	10
56 - 65 years old	5.16%	8
Over 65 years old	10.32%	16
Prefer not to answer	9.03%	14
TOTAL		155

Q16 Do you IDENTIFY as HAVING a DISABILITY?

Answered: 155 Skipped: 70

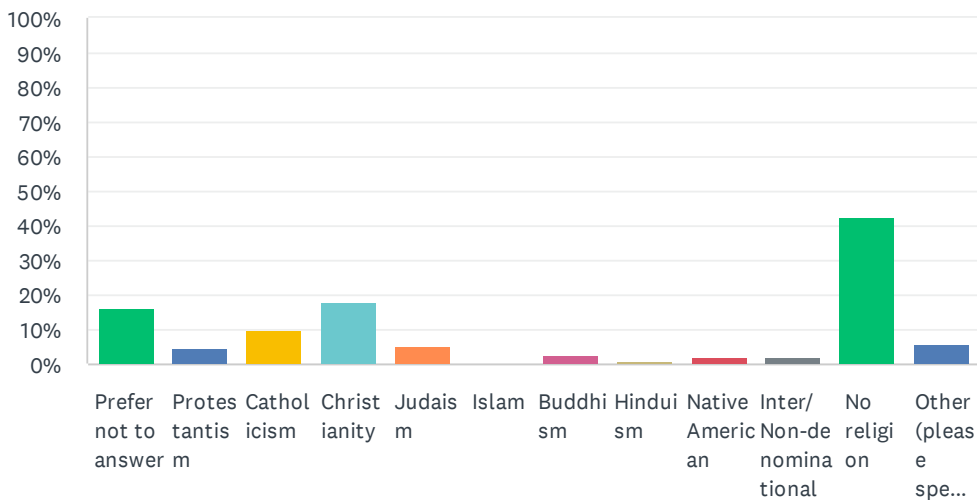
Understanding Diversity, Equity, and Inclusion in Kittery



ANSWER CHOICES	RESPONSES	
Prefer not to answer	10.97%	17
Yes	13.55%	21
No	75.48%	117
TOTAL		155

Q17 Do you IDENTIFY with any of the following RELIGIONS? (Please select all that apply.)

Answered: 152 Skipped: 73



Understanding Diversity, Equity, and Inclusion in Kittery

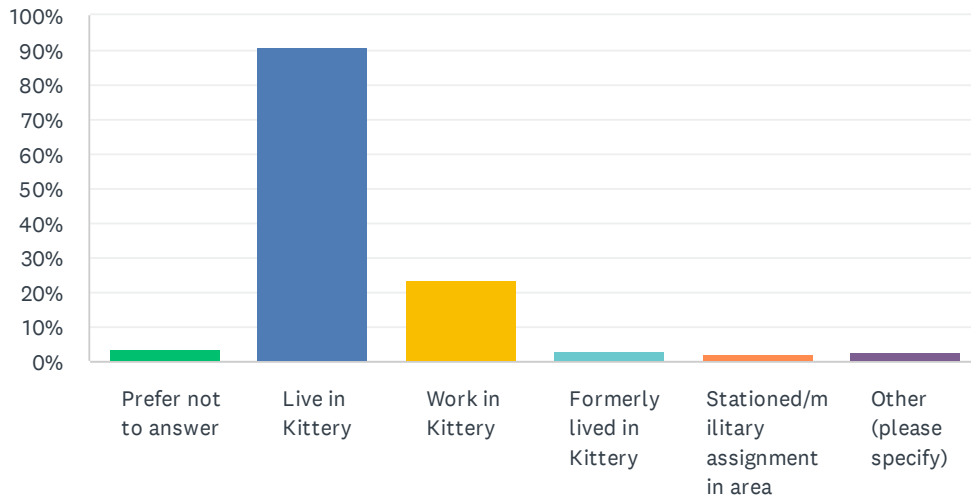
ANSWER CHOICES	RESPONSES	
Prefer not to answer	16.45%	25
Protestantism	4.61%	7
Catholicism	9.87%	15
Christianity	17.76%	27
Judaism	5.26%	8
Islam	0.00%	0
Buddhism	2.63%	4
Hinduism	1.32%	2
Native American	1.97%	3
Inter/Non-denominational	1.97%	3
No religion	42.76%	65
Other (please specify)	5.92%	9
Total Respondents: 152		

#	OTHER (PLEASE SPECIFY)	DATE
1	Not currently in a church	5/15/2023 10:52 AM
2	Pagan	5/15/2023 10:38 AM
3	Atheist	5/15/2023 10:36 AM
4	Agnostic	5/15/2023 10:30 AM
5	Unitarian Universalist	5/13/2023 7:38 PM
6	Spiritual	5/5/2023 3:01 PM
7	Unitarian Universalist	5/1/2023 4:24 PM
8	UU	5/1/2023 12:41 PM
9	A free American	5/1/2023 12:38 PM

Q18 Which best describes your CONNECTION to Kittery? (Check all that apply)

Answered: 153 Skipped: 72

Understanding Diversity, Equity, and Inclusion in Kittery



ANSWER CHOICES	RESPONSES
Prefer not to answer	3.92% 6
Live in Kittery	90.85% 139
Work in Kittery	23.53% 36
Formerly lived in Kittery	3.27% 5
Stationed/military assignment in area	1.96% 3
Other (please specify)	2.61% 4
Total Respondents: 153	

#	OTHER (PLEASE SPECIFY)	DATE
1	Property owner in Kittery	6/4/2023 9:25 PM
2	Used to live in concord and now i live in kittery	5/15/2023 10:42 AM
3	Exchange year	5/15/2023 8:40 AM
4	Own a business in Kittery	5/3/2023 5:53 PM

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TOPIC AREA	GOAL	ACTION ITEMS	STATUS
PRIMARY OBJECTIVES			
2 – Natural Resources & Recreation	Establish mechanisms to protect visual assets such as creating a photographic documentation of scenic vistas and establishing an historic preservation committee to create a comprehensive inventory of historic resources . These are the first steps in helping to protect and promote those visual assets that contribute to Kittery’s uniqueness. (2.1)	<ul style="list-style-type: none"> • Conduct an inventory of historic resources, including landscapes, archaeological resources and buildings. 	
2 – Natural Resources & Recreation	Review existing hunting regulations and provide public education regarding these to improve the safety of residents especially in the Town Forest, while at the same time protecting resident’s right to carry firearms and hunt. (2.2)	<ul style="list-style-type: none"> • Create signage about hunting safety and regulations at Town Forest & Rogers Park 	Title 6 amendments complete. New signage installed at Fort Foster. Signage designed and ordered for Rogers Park and Seapoint Beach

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TOPIC AREA	GOAL	ACTION ITEMS	STATUS
<p>3 - Economic Development</p>	<p>Engage in targeted outreach to business and industry sectors marketing Kittery’s economic development areas. (3.5)</p>	<ul style="list-style-type: none"> • Improve town website and have routine maintenance. • Identify similar business or industry partners who may have insights on what businesses in those sectors are looking for in terms of amenities, infrastructure, costs/revenues, workforce characteristics, etc. • Talk with brokers and real estate agents about marketing property in Kittery. • Work with land owners to actively market properties through websites and brokers. 	<p>Website updated, expanded use of email and social media to share info. Website look refreshed again in 2021. Coordination of design for new flyers, signage, and e-coms with website colors, front, look.</p> <p>Kittery is a member of the Chamber of Commerce and serves on the Exec Board. Kittery staff serve on the SMPDC Exec Board.</p> <p>Regular meetings with Foreside Business Group and outreach to Rte 1 and Bypass businesses.</p> <p>Urban Land Institute study of Rte 1 Mall area. Meeting with multi-use developers.</p>

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TOPIC AREA	GOAL	ACTION ITEMS	STATUS
4 – Housing	Undertake to complete a Comprehensive town-wide Housing Plan that will document existing supply and identify needs and ways of meeting these, including methods for encouraging the development of affordable housing (e.g. creation of new types of housing, including workforce housing, and housing for seniors wishing to downsize, etc.). (4.1)	<ul style="list-style-type: none"> • Create a scope and request for proposals to undertake a comprehensive town-wide housing plan. Plan should include in-depth analysis of housing supply, demand, and strategies to encourage a variety of housing types and prices points. • Explore possibility of local regional planning commission undertaking the study on behalf of the town. 	<p>Affordable Housing ordinances implemented; BL & BL-1 amendments adopted.</p> <p>Housing Com established. Housing fund established and receiving seed funds. ADU grant pilot program approved.</p> <p>Two tax-acquired properties approved for surplus for deed-restricted affordable housing.</p> <p>SMPDC leading regional housing inventory/barriers analysis (JLUS Implementation Phase 2)</p>
5 – Transportation	Evaluate Town-wide current parking conditions and policies and revise to meet development goals by improving management of existing spaces and exploring shared parking and other strategies. (5.4)	<ul style="list-style-type: none"> • Review and revise town code to support goal. 	<p>Title 10 revisions completed for Foreside, Badger’s Island and Pocahontas.</p> <p>JLUS Phase 1 complete. JLUS Implementation Phase 1 project complete. Design of a micro-transit program underway.</p> <p>Walker/Wentworth revisions enacted by Council.</p>

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TOPIC AREA	GOAL	ACTION ITEMS	STATUS
7 – Municipal Facilities, Services, & Fiscal Capacity	Increase and improve communication with Town residents. Using a variety of modes including the internet and cable TV in innovative ways will help to keep residents more informed and connected to town government. (7.1)	<ul style="list-style-type: none"> • Become more efficient by streamlining the permitting process. • Update town’s GIS maps and establish a system for continuous update. • Explore ways of reaching the largest number of residents and conduct outreach to actively recruit volunteers, especially representation of demographics that are currently missing or underrepresented. • Develop clear messaging regarding what the boards and committees do, roles and expectations and information regarding opportunities and benefits of participation. 	<p>Online permitting launched. Implemented use of social media to expand resident participation on Boards.</p> <p>GIS upgrade complete.</p> <p>Use of Channel 22, FB, Twitter, and website expanded. Social media presence expanded to new platforms.</p> <p>Council Chambers and Conference Rm A upgraded to support hybrid (in-person/remote) meetings.</p> <p>SeeClickFix launched.</p> <p>Title 4 boards and committees updated to clarify roles and membership.</p> <p>Second phase of GIS update in planning stages.</p>
7 - Municipal Facilities, Services, & Fiscal Capacity	Educate residents about town planning roles and processes and ensure that planning and town management processes are open,	<ul style="list-style-type: none"> • Explore the use of communication technologies to increase the communication between residents and Town government. 	<p>Use of Social Media, Channel 22, and website increased. Website refresh completed. SeeClickFix launched. Town</p>

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TOPIC AREA	GOAL	ACTION ITEMS	STATUS
	transparent, informative, inclusive, respectful and welcoming. (7.1)	<ul style="list-style-type: none"> Revise Town Code so that regulations are clear and easy to use and are aligned with Comprehensive Plan goals. 	<p>FB page, Insta pages launched.</p> <p>Title 16 recodification approved.</p> <p>E-Alert subscribers increased. Reverse 911 software quotes received and funding being explored.</p>
7 - Municipal Facilities, Services, & Fiscal Capacity	Develop a long-range plan for the library including where the library will be located (renovation and expansion on existing site, new building on another site) and whether the Library should become a Town Department. (7.2)	<ul style="list-style-type: none"> Explore possibilities and compare and contrast advantages and disadvantages of sites being considered for Library facility. Consider converting the Library to a Town Department. Support Library Director’s efforts to support literacy, digitize the library’s collection of photographs, and to provide support and programming for the increasing elderly population. 	<p>Library expansion and renovation complete.</p> <p>Library is now a Town Department.</p> <p>Library Adv Com established. 5-year strategic plan development in process.</p>

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TOPIC AREA	GOAL	ACTION ITEMS	STATUS
7 - Municipal Facilities, Services, & Fiscal Capacity and 8 – Land Use	Guide development to areas already served by public utilities, resulting in a more efficient and cost-effective use of these public services. (7.3) (8.1)	<ul style="list-style-type: none"> • Direct new development where feasible, to vacant or underutilized sites and buildings; direct development away from areas with natural constraints, key wildlife or open space corridors, protected shorelands, and areas where public utilities are not yet available and would be costly to extend. • Add utilities map to GIS. • Establish efficient permitting procedures, especially in areas designated as “growth areas” in Future Land Use Plan. 	Mixed Use Neighborhood rezoning complete. MU-N zone repealed via petition. Revisioning of former Business Park being planned, Route 1 Corridor study launching through MDOT grant. Affordable housing ordinances enacted. GIS upgrade complete. Online permitting launched.
8 – Land Use	Review, update and incorporate where appropriate, the recommendations from the Foreside Forums. Residents have expressed much enthusiasm for recent improvements in the Foreside and support for future infill development that is appropriate in scale and activity. (8.3)	<ul style="list-style-type: none"> • Study the opportunities and challenges associated with the Foreside area to determine if the zoning district boundaries should change in the future. Identify desired uses. Identify the regulations and infrastructure needed to support the future of the area. 	Foreside Traffic, Parking and Build Out Study complete. 42-44 Old Post being developed for affordable housing by Fair Tide. Reviewing tax acquired and Town owned property for potential beneficial infill

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TOPIC AREA	GOAL	ACTION ITEMS	STATUS
<p>9 - Coastal Community Resilience</p>	<p>Complete a climate adaptation study to plan for the potential impacts of sea level rise and prepare for extreme weather events (9.1)</p>	<ul style="list-style-type: none"> • Complete a Climate Adaption Study. 	<p>Climate adaptation committee formed. Flood resiliency checklist complete. Flood vulnerability assessment complete. Kittery joined with regional climate adaptation planning. Kittery a member of ICLEI. EV charging station installed at Town Hall. Sustainability evaluation added to CIP. Town leasing two EVs for fleet. Solar net energy billing credit project approved. Community GHG Inventory complete.</p> <p>Regional Climate Action Planning effort, and local Climate Action Plan development underway.</p>

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TOPIC AREA	GOAL	ACTION ITEMS	STATUS
SECONDARY OBJECTIVES			
2- Natural Resources & Recreation	Working with the Kittery Land Trust, develop a strategy for open space acquisition , setting priorities for parcels to be included. (2.1)	<ul style="list-style-type: none"> • Complete an inventory of open spaces in Kittery. • Consider purchase of unprotected open spaces. • Create/amend zoning to prohibit destruction of wetlands (high value, wildlife corridors) and add farmland and unprotected open space for review. • Revisit the inventory of scenic views defined in the 1999 Comprehensive Plan Update, making a photographic record (survey) and updating the inventory, as needed. 	Shoreland overlay zoning amendments adopted. Constructed wetlands zoning amendments in development.
2- Natural Resources & Recreation and 8 – Land Use	Protect existing open lands , including farmlands and wetlands from over-development by implementing effective strategies such as larger minimum lot sizes in the rural residential zone. As one way of preserving Kittery’s rural character, review and revise the cluster zoning ordinance and provide incentives for developers to use the ordinance. (2.1) (8.1) (8.2)	<ul style="list-style-type: none"> • Review/Revise Cluster Zoning Law 	Amendments to zoning adopted.

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TOPIC AREA	GOAL	ACTION ITEMS	STATUS
2- Natural Resources & Recreation	Reduce dog and horse waste at area open spaces through enhanced enforcement and public education. (2.2)	<ul style="list-style-type: none"> • Increase awareness regarding enforcement of pet waste ordinance, support the efforts of the Police. • Establish Volunteer Dog Patrol. 	<p>Hired full time ACO.</p> <p>Phase 2 Title 6 update complete.</p> <p>New signage at Fort Foster, Seapoint and Rogers Park.</p>
2 – Natural Resources & Recreation and 5 – Transportation and 6 – Marine Resources and 7 - Municipal Facilities, Services, & Fiscal Capacity	Continue to support healthy lifestyle choices and wellness by increasing recreational opportunities for all ages, evaluating the Athletic Fields Master Plan, improving walking and biking infrastructure so that it is safe and pleasant, ensuring appropriate recreational access to the waterfront , and increasing awareness of existing resources. Updating the Sidewalks Conditions Report (5.2.1) and developing a Bike Plan are among the specific steps recommended (2.2) (2.2.6) (5.2) (6.1) (7.2)	<ul style="list-style-type: none"> • Monitor athletic field planning process. • Evaluate opportunities for providing bike infrastructure on roads including bike lanes, wide shoulders and “Share the Road” signs (ex. “sharrows” and stencils). • Develop a sidewalk and pedestrian plan including updating sidewalk conditions report and inventory to identify existing conditions and gaps in the pedestrian network. Identify opportunities for new trails. • Work with schools, Community Center and Town Departments to prioritize sidewalk projects on town-owned facilities and recreational areas. • Update street and publicly owned shade tree inventory. 	<p>Athletic Field Master Plan accepted.</p> <p>Bicycle/Pedestrian Master Plan complete and incorporated into CIP. Application for three demonstration projects in process.</p>

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TOPIC AREA	GOAL	ACTION ITEMS	STATUS
3 – Economic Development	Collaborate with property owners in the area around the Route 1 corridor to identify strategies towards making mutually beneficial changes to the area including exploring options to redevelop commercial properties with mixed use (e.g. retail, housing, office) and consider zoning amendments such as an overlay district to provide more flexibility concerning permitted uses. (3.3) (8.5)	<ul style="list-style-type: none"> • Draft a scope of work for planning, market analysis, and transportation engineering services to re-envision the Route 1 area. 	<p>Urban Land Institute Study (part of JLUS) complete.</p> <p>Grant received from MDOT for corridor study.</p>
6 – Marine Resources and 8 – Land Use	Continue to support Kittery’s maritime based economy including the fishing and shell fishing industry by maintaining access to the working waterfront and creating innovative avenues to better connect fishing to the local economy. (6.2) (8.4)	<ul style="list-style-type: none"> • Conduct poll/outreach/meetings with commercial fishermen and boat operators to determine need (KPA). • Conduct poll/outreach/meetings with commercial fishermen and boat operators to identify areas where navigation is difficult or impossible due to shallow depths (KPA). 	<p>Survey on Pepperrell Cove depths completed.</p> <p>Identifying “piggy back” projects for cost reduction.</p> <p>Identifying funding for engineering. RFP for engineering being developed and ACOE application for FNP dredge being developed</p>

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TOPIC AREA	GOAL	ACTION ITEMS	STATUS
			Identifying funding and support to prevent working waterfront property from changing to private access to the water.
6 – Marine Resources	Increase awareness in residents and business owners with regard to the effects of pollutants, pesticides, and stormwater runoff and evaluate Town Code regarding the use of pesticides and herbicides with chemicals, in waterfront areas and town-wide . Providing information and incentives for greener practices will help to mitigate these environmental hazards. (6.3)	<ul style="list-style-type: none"> • Prepare easy-to-read materials that summarize Kittery’s water quality challenges and the effects of pollutants and pesticides. Distribute to property and business owners, and post on municipal website. 	Lawn care training conducted. Town transition to environmentally sustainable pesticide treatment complete.
8 – Land Use	Consider an Adaptive Reuse Ordinance to guide redevelopment of existing buildings. By promoting the reuse of existing structures more efficient development can occur in areas already serviced by public utilities and protecting open land from development. (8.1)	<ul style="list-style-type: none"> • Consider adopting a demolition delay ordinance. • Consider adopting Adaptive Reuse Ordinance. 	

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TOPIC AREA	GOAL	ACTION ITEMS	STATUS
<p>9 - Coastal Community Resilience</p>	<p>Develop a Plan for Town facilities and property owners to transition to low and zero impact energy sources (9.2)</p>	<ul style="list-style-type: none"> Establish a timeline for converting all Town-owned buildings to renewable energy. 	<p>Physical constraints of municipal sites make PV challenging.</p> <p>Multi-town community solar project approved.</p> <p>Sustainable and low impact development ordinances in development.</p> <p>Phase 1 LED Building light conversion project funded for KCC.</p>