

TOWN OF KITTERY

200 Rogers Road, Kittery, ME 03904
Telephone: (207) 475-1313 Fax: (207) 439-6806

November 25, 2019

Kittery Town Council
Regular Meeting
6:00 p.m.

Council Chambers

1. Call to Order
2. Introductory
3. Pledge of Allegiance
4. Roll Call
5. Agenda Amendment and Adoption
6. Town Manager's Report -
7. Acceptance of Previous Minutes -
8. Interviews for the Board of Appeals and Planning Board -
9. All items involving the town attorney, town engineers, town employees or other town consultants or requested offices.
 - a. (110219-1) The Kittery Town Council moves to present a Citation to the Traip Academy Girls Soccer Team for winning the State Championship.
 - b. (110219-2) The Kittery Town Council moves to receive a presentation regarding the Kittery Community Center Strategic Plan.
10. PUBLIC HEARINGS -
11. DISCUSSION
 - a. Discussion by members of the public (three minutes per person)
 - b. Response to public comment directed to a particular Councilor
 - c. Chairperson's response to public comments
12. UNFINISHED BUSINESS -
13. NEW BUSINESS
 - a. Donations/gifts received for Council disposition.
 - (110219-3) The Kittery Town Council moves to accept a donation in the amount of \$115.00 from Justin Kelcourse to be deposited into the Eyes of The World Fund Raising Program.

- b. (110219-4) The Kittery Town Council moves to approve the disbursement warrants.
- c. (110219-5) The Kittery Town Council moves to receive a report on the Cole Street Affordable Housing Viability Project.
- d. (110219-6) The Kittery Town Council moves to appoint Susan Goodman to the Taylor Building Committee.
- e. (110219-7) The Kittery Town Council moves to approve a renewal Liquor License application from the Blue Mermaid 10 Shapleigh Road, Kittery.
- f. (110219-8) The Kittery Town Council moves to accept a request from Parks Commission Co-Chair, Page Mead, to step down from the Co-Chair position to the position of Associate Member.
- g. (110219-9) The Kittery Town Council moves to appoint Parks Commission Associate Member, George Dow to the position of Co-Chair.

14. COUNCILOR ISSUES OR COMMENTS

15. COMMITTEE AND OTHER REPORTS

- a. Communications from the Chairperson
- b. Committee Reports

16. EXECUTIVE SESSION

17. ADJOURNMENT

Posted: November 21, 2019



Kittery Community Center

Strategic Vision & Plan



Developed by the Kittery
Community Center Board of
Directors.

KCC Strategic Plan Preamble

Strategic planning is an organizational management activity used to:

- Set priorities
- Focus energy/resources
- Strengthen operations
- Align staff and stakeholders to work toward common goals and establish agreement around intended results

This deep planning assesses and adjusts to the Center’s direction in response to a changing environment. It is used to communicate the organizations goals, the actions needed to achieve those goals and all the other critical elements developed during the planning process.

The KCC Board of Directors and staff have been engaged in ongoing strategic planning and implementation since the Center opened in 2012. As part of this process we conducted public listening sessions, surveys and evaluations to better understand the needs of the community and the KCC. Feedback from these sessions was used to create a preliminary strategic plan that the Board and staff used in the initial years of operation to grow into the flourishing facility the KCC is today. Thanks to the efforts of so many, a significant portion of the preliminary plan has been completed allowing more focus on strategic decisions that will ensure the KCC is providing the highest quality programs and services today and into the future.

The strategic plan you are reading now has been revised to **emphasize a high-level, long-term view that empowers the KCC to visualize the future. Most importantly, this is a living, working document that we will continually measure progress and revise to reflect emerging needs and accomplished goals.** The plan has been organized into three chapters: Facility & Campus; Management; and Programs & Services. It also includes two appendices where you can learn more about the planning processes and review an un-edited list of public feedback and plan development work done by the KCC Board of Directors.

KCC Vision

A healthy, vibrant community for all ages and interests. (Adopted 9/21/13)

KCC Mission

To provide multi-generational programs and services contributing to personal well-being and the quality of community life. (Adopted 9/21/13)

KCC Values Statement

The Kittery Community Center is a place where members of the community can go to nourish body, mind and spirit. The Center seeks to foster civic pride, nurture citizen engagement, and create a place where people can gather and collaborate to grow a social contract, a shared purpose. More directly, the Center is intended to strengthen the Town of Kittery.

The Center is a safe, inclusive place that welcomes differences, encourages tolerance, and extends compassion and concern regardless of age, faith, race, economic class, sexual orientation or gender identification of its patrons.

The Center is a place for the community, governed by the community and accountable to the community. Those charged with the management, operation and service delivery at the Center strive to be innovative, responsible, forward thinking and guided by traditional values such as selflessness, civility, and respect. (Adopted 11/20/13)

KCC Board of Directors Purpose Statement

Kittery Community Center Board members are the keepers of the KCC mission, who will envision, advise and advocate for the center and its staff. (Adopted 05/15/19)

Section 1: Facility & Campus

Access & Safety, Expansion, Space Allocation, and Maintenance

This section of the plan deals with the physical operation and maintenance of the existing buildings, grounds, equipment, amenities, etc. of the KCC campus.

- 1.1** Budget, commission, and oversee implementation of a Master Land-Use Plan for KCC and its surrounding campus, to be further considered and vetted by the TOK council, staff, abutters, and the community at large. The Master Plan, after analyzing existing conditions, and subject to amendment, will consider and make recommendations on such topics as:
- A.** Expansion of the KCC campus through land acquisition to accommodate future programming and facilities;
 - B.** Improved safety and efficiency of motorized and non-motorized connections between the KCC and other local destinations, and between KCC and existing transportation routes;
 - C.** Redesign of the KCC entrance and frontage along Rogers Road to create a more functional and attractive gateway;
 - D.** Improved parking and vehicle circulation on the KCC campus;
 - E.** Increased quantity and diversity of ornamental and functional landscapes around the campus;
 - F.** Increased outdoor seating and other structured opportunities for patron use of the campus, including a picnic pavilion, a bandshell, etc.;
 - G.** Increased quantity of diversity of outdoor facilities for physical activity and recreation, viz. trails, sport courts, fields, and playground;
- 1.2** Encourage, practice and expand the use and modeling of environmentally friendly, energy-efficient practices in KCC programs and facilities in the following areas:
- A.** Reduce use of potentially harmful chemical products: Utilize “green” cleaning products, outside grass and plant fertilizers, snow and ice removal chemicals whenever possible;
 - B.** Generation of waste: Separate and recycle facility generated wastes using best practices;
 - C.** Water conservation: Utilize water efficient fixtures, faucets, toilets, shower heads. Modify hot water temperatures for safety and optimal energy conservation;
 - D.** Electricity usage indoors and outdoors: Explore the feasibility and use of active and passive solar technologies, including solar panels for generation and water heaters. Continue to utilize LED lighting, timers, sensors etc. throughout the facility. Priority should be given to converting existing theatrical lighting to LED and to purchase only LED or equivalent instruments. Explore the use of “heat sinks”, energy efficient doors, partitions, windows, blinds, sun shields and shades, higher R factor insulation;
 - E.** Schedule regular energy audits, as appropriate;

- 1.3** Based on continued public interest in building an indoor aquatic facility in Kittery, the KCC Board of Directors recommends the formation of a Kittery Aquatic Facility Study Committee. The committee will be tasked with exploring opportunities for a local or regional facility, public-private partnerships and other topics central to the feasibility (including funding) design, construction and operation of such a facility.

Section 2: Management

This section of the plan deals with the management and administration of the facility, campus, programs and services.

- 2.1 Develop a diverse membership on the KCC Board of Directors who are engaged, effective and able to contribute specific skill sets and assistance required to move the mission and strategic goals of the KCC forward.**
- A. Develop board member roles and responsibilities (job description) and policies in order to strengthen the performance and practices of the full board.
 - B. Explore replacing the current town council practice of appointment new board members to the KCC based on the order in which they applied with recommended appointments based on the strategic needs such as diverse representation and required skill sets of the board.
 - C. Establish a voting youth position on the board to be filled annually by a junior or senior student.
 - D. Draft and nurture a succession plan
 - E. Conduct an annual board self assessment in order measure performance against identified roles and responsibilities.
 - F. Establish an agenda calendar that reflects the agenda items necessary to uphold the board's bylaws.
 - G. Review and amend as necessary, the roles and the responsibilities of all committees to reflect current needs and governance structures that are now in place.
 - H. Develop and nurture subcommittees to assist with programs, services and operations of the KCC.

- 2.2 Partner with the KCC staff to provide the public, decision makers and other stakeholders with clear data that illustrates the overall performance, sustainability and effectiveness of KCC operations and in meeting its stated mission.**

- A. Identify a holistic range of key indicators that can be used to measure all aspects of KCC operations and mission (i.e. not just financial indicators).
- B. Develop a process for measuring identified key indicators that includes reporting periods, measurement tools and format for presenting data.
- C. Develop methods and identify opportunities to articulate information

Budget & Revenues

- 2.3 Maintain a responsible and effective budget for the KCC and related programs that is transparent, forward thinking and balances community needs with profit maximization.**

- A. Work with members of the established fundraising arm to establish a plan for enlisting community support and public-private partnerships to leverage available resources.

- 2.4 Support the center in its retention of high-quality employees focused on customer satisfaction and productivity.**

- A. Advocate for adequate funding for staff compensation and development that is competitive with similar jobs in our region.

Section 3: Programs & Services

This section of the plan deals with the programs and services offered at the KCC

- 3.1** More involvement in program evaluation and inventory; provide cost/value analysis; provide and “eye in the sky” framework for programming
- 3.2** Leverage powerbrokers, stakeholders, patrons as allies and advocates
- 3.3** Uncover and connect resources in the community to support and evolve programming

KCC Strategic Plan

Appendix A

Public Input

Contents

June 2013 Listening Sessions Invite

June 2013 Listening Sessions Discussion Guide

June 2013 Listening Session Participant Responses

June 2013 Listening Session Participants

May 2013 Traip Academy Student Workshop Discussion Guide

May 2013 Traip Academy Student Workshop Participant Responses

June 2013 Public Input from Voting Day, Block Party & KCC Foyer

June/July 2013 KCC Vision Public Survey Announcement

June/July 2013 KCC Vision Public Survey Results

YOU ARE INVITED TO JOIN AN IMPORTANT COMMUNITY CONVERSATION
ABOUT THE FUTURE OF THE KITTERY COMMUNITY CENTER:

“KCC 2020 VISION”

The Kittery Community Center Board of Directors is developing a strategic vision and plan which will shape the operation and future development of the KCC and the surrounding land. The first step in the process is a chance for **ALL** citizens and users to attend a listening session where participants will work in small discussion groups to share their own ideas, needs and visions and then talk about how that impacts the future of the KCC. Have an idea for a new program? Great! Want to see an improvement? We're listening! Think the campus would be the ideal spot for another community service? Let's explore that more! Don't have a specific idea right now, but care about the direction the KCC goes? No problem, we still want to hear from you!

ATTEND THE SESSION THAT BEST FITS YOUR SCHEDULE

SATURDAY, JUNE 1 FROM 9:30 TO 11:30AM

WEDNESDAY, JUNE 5 FROM 6:00 TO 8:00PM

**ALL SESSIONS HELD IN THE STAR THEATRE AT THE KITTERY COMMUNITY CENTER
120 ROGERS ROAD KITTERY, MAINE**

There is no fee for participation, but pre-registration is strongly encouraged for planning purposes. Click or copy/paste into your browser to register online <http://kcc2020visioningsessions.eventbrite.com/> or call Kittery Rec at 207-439-3800.

The listening sessions will use a facilitated, small group, dialogue process as a means for people to come together to provide input about the role of the Kittery Community Center & Campus in the community. The dialogue is structured around a central question: ***What are the opportunities, challenges, issues and needs that should be explored in order for the Kittery Community Center & Campus to best serve the needs of the greater community through 2020 and beyond?***

Participants will apply this over-arching question to four content areas: Future development of the existing facility and campus; Programs and services; Facility and program management; and facility operation and maintenance.

All ideas and information generated at the sessions will be documented in a report that will be used by the KCC Board of Directors to development the KCC 2020 Strategic Vision & Plan.

WHAT TO EXPECT:

- Interaction with people of all viewpoints and with different needs and thoughts;
- A space where all thoughts and ideas are valid and worthy of consideration;
- Special emphasis placed on hearing views about unmet needs and innovative approaches to meeting those needs;
- A chance to dream big while taking the first small step.

WHY SHOULD I ATTEND?

- The KCC is your Community Center;
- This type of community engagement strengthens the traditionally distant relationship between citizens and government, mitigates conflict between groups, improves the quality of buy-in for public decisions, and taps into community assets and citizen potential;
- The strategic vision & plan will impact the municipal budget.

For More Information Contact

Steve Workman, Vice Chair KCC Board of Directors

Voice: 207-451-9279 or by email: workmanconsult@comcast.net

KITTERY COMMUNITY CENTER 2020 VISION



A COMMUNITY CONVERSATION THAT ASKS:

What are the opportunities, challenges, issues and needs that should be explored in order for the Kittery Community Center & Campus to best serve the needs of the greater community through 2020 and beyond?

Community Listening Sessions June 2013

Sponsored by the Kittery Community Center Board of Directors

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WELCOME AND THANK YOU FOR JOINING TODAY’S CONVERSATION

The Kittery Community Center Board of Directors is developing a strategic vision and plan which will shape the operation and future development of the KCC and the surrounding land. The first step in the process is a chance for ALL citizens and users to attend a listening session where participants will work in small discussion groups to share their own ideas, needs and visions and then talk about how that impacts the future of the KCC. We will use a facilitated, small group, dialogue process as a means for people to come together to provide input about the role of the Kittery Community Center & Campus in the community. All ideas and information generated at the sessions will be documented in a report that will be shared with the public and used by the KCC Board to development the KCC 2020 Strategic Vision & Plan.

WHAT TO EXPECT TODAY:

- A very fast paced two hours that only begins to scratch the surface;
- Interaction with people of all viewpoints and with different needs and thoughts;
- A space where all thoughts and ideas are valid and worthy of consideration;
- Special emphasis placed on hearing views about unmet needs and innovative approaches to meeting those needs;
- A chance to dream big while taking the first small step.

GENERAL OVERVIEW OF OUR TIME TOGETHER:

Saturday, June 1 · 9:30 – 11:30am	
9:30am	Welcome
9:50am	Small Group Introductions
10:05am	Brainstorming Questions
10:50am	Thinking More Deeply
11:20am	Wrap up

Wednesday, June 5 · 6:00 – 8:00pm	
9:30am	Welcome
9:50am	Small Group Introductions
10:05am	Brainstorming Questions
10:50am	Thinking More Deeply
11:20am	Wrap up

THE KCC STRATEGIC VISION & PLANNING PROCESS:

The purpose of this process is to engage the community in a visioning and planning process that will produce a strategic plan for the continued development, operation and programming of the Kittery Community Center. This plan will then be used by staff and decision makers as a road map to assist in the development of capital improvement projects, land use decisions, policies, budgets and programming.

Outcomes: This process will result in the following outcomes:

1. A structured dialogue that is open to all members of the community who want to discuss how they would like to see the KCC evolve over the next seven years.
2. A written report containing all feedback received during the community dialogue sessions and survey that will then be used as the basis for developing the strategic plan.

3. A written strategic plan that contains goals and milestone objectives (the major steps required to achieve the goal) that have been prioritized. The plan will be a living document that can be amended as needed and responsive to point-in-time opportunities that may not align with previous prioritization. [For example, if the town received a bequest for adding an aquatic facility to the KCC the prioritization of such a goal could be upgraded.] The plan will be organized into four content areas:
 - Future development of the existing facility and campus;
 - Programs and services;
 - Facility and program management; and
 - Facility operation and maintenance
4. A process of reviewing the strategic plan and measuring progress which will include a policy requiring the KCC Board of Directors to undertake such a review annually.

Planning Process Components:

1. **Public Input:** Public input will be collected through community dialogue/listening sessions and an electronic survey. Both methods will seek essentially the same input so the real purpose of using both is to engage as much of the community as possible by offering them choices of how they wish or are able to participate. Three listening sessions are proposed for the purpose of providing the community with flexible opportunities to participate. Specific activities in this phase include: **Listening Sessions; Electronic Survey; and a Written Report.**
2. **Strategic Plan Draft:** Using the report from the public input phase and ongoing plans and data, goals and milestone objectives will be developed and grouped according to the four content areas. Detailed objectives will not be developed for every goal because of the sheer magnitude, but instead will be delayed until the goal becomes a priority for action. Goals will not be presented with any priority for this first draft. The BOD and staff will have the opportunity upon review of this first draft to add any goals that were not discovered during the public input process. After review the draft plan will be revised as necessary and readied for the prioritization phase.
3. **Plan Prioritization:** Using the final draft of the strategic plan the KCC BOD and personnel will prioritize goals under each content area. After voting the plan will be revised and a final version sent to the KCC BOD for adoption.
4. **Plan Adoption & Implementation:** The KCC BOD will receive the final revised version of the strategic plan for review. A vote will be taken to adopt the plan which will include a process for measuring annual progress on the implementation of the plan and a KCC BOD Bylaw revision requiring the board to review the strategic plan annually and prepare a progress report. The adopted plan will then be presented to town council with a request that it be incorporated into all decision making processes similar to how the comprehensive plan is supposed to function.

Please Note: *Inclusion of an item in the strategic plan alone provides no guarantee that the item will move forward and become a reality. There are many moving parts in a strategic plan which requires constant adaptation. Careful attention should be paid to how an item is presented in the plan. In some cases the plan may call only for further study of a proposed idea while in others it may call for the implementation of the proposed idea. For example the idea of building a water park on the KCC Campus can be expressed two very different ways: Explore the feasibility of building a water park on the KCC Campus; or build the KCC Splash-tastic Water Park on the KCC Campus.*

Detailed Agenda**20 minutes** **Welcome** [Moderator: Steve Workman]

- **Today's Purpose**
- **Your small group has a neutral facilitator whose role is to:**

- Help with the process and keeping time
- Serve as a reminder of our agreements to be fair and respectful
- Make sure everyone gets a chance to participate, and
- Record key information for the Summary Report

This guide is the same for all participants and facilitators. The facilitators will help guide the conversation but we are all responsible for making sure the group is productive. Thank you!

- **Group agreements for a productive conversation...**
 - Share “air time” or step-up and then step back
 - If you disagree, consider asking a question rather than arguing to prove your point
 - It's OK to disagree, but don't personalize it. Stick to the issue, not the person who is disagreeing with you
 - Speak up if the process doesn't seem fair
 - Speak for yourself, not for others and not for an entire group (use “I” statements)

- **Individual Activity: What does a community center mean to you?**

Process Directions: On the 5”x3” sticky label provided write the one word or short phrase that best answers for you're the question “what does a community center mean to you?” You will be asked to share this word or phrase as part of your small group introduction, but if you need more time to think you may pass and answer the question before you leave today's session. Before leaving you are asked to peel the backing from your label and attach it to the large scroll bearing the same question.

The KCC will be exploring the possibility of incorporating the words and phrases received during this process into a work of art that illustrates the value and meaning the center holds for our community.

15 minutes **Small Groups Introductions** [Facilitators]

- Please share in 30 seconds or less your:
 - Name
 - One or two roles that you have in the community (parent, retiree, community leader, business person, committee member of..., etc.)
 - The word or short phrase you selected to best describe what a community center means to you (or the community).

45 minutes **“Rapid Fire” or “Round Robin” Brainstorming** [Facilitators]

*Brainstorming is a **fast-paced** activity designed to generate as many thoughts, ideas or responses as possible from all participants in the time allotted. During this process there is **no right or wrong** and **all ideas are valid** and worthy of consideration. Before you begin please politely ask that voice inside your head that we will call **“The Judge”** to take some time off so that you and your fellow participants can **think and dream big** without worrying about the details; there will be plenty of opportunities in the future to consider those things. **Focus is on the gas pedal** not the brake during brainstorming so participants should refrain from justifying or explaining their response unless additional information is required for clarity. Also this is not a time for open discussion by group member of any response.*

Process Directions: Strap on your seatbelts, this will go fast! Your facilitator will read the question and then ask a participant to begin by offering **one** response at a time. The facilitator will write the response on chart paper so there will be a record of what is said. The facilitator may ask you to clarify your response to make sure everyone understands what you wanted to say or ask you to help summarize a lengthy response - only summarize if the meaning of what you said is not lost. After the response has been adequately captured the next participant will be asked to provide one response. The process continues around the group until all ideas are exhausted or time is up. If you exhaust all ideas before time is up please go on to the next question. Please remember to refrain from lengthy explanations and group discussion during the brainstorming. If you run out of ideas or get stuck when it is your turn you may pass.

Things to think about: Several prompt questions have been provided under each of the 3 brainstorming questions to help get you thinking about how you will respond. They are intended as prompts only so it is not necessary to answer them directly unless you find it useful.

➤ **Question 1** **[12 minutes]**
What do you like about the Kittery Community Center & Campus?

Focus & intent of question:

This is a broad question asking you to reflect on the existing facility & surrounding campus, current opportunities at the KCC, the people, activities, atmosphere, etc.

Things to think about:

- How do individuals, families and the community as a whole benefit from the KCC?
- What makes you want to visit the KCC?
- What programs, services or amenities do you enjoy?

➤ **Question 2:** **[12 minutes]**
What do you wish was different about the existing Kittery Community Center & Campus?

Focus & intent of question:

This is a broad question asking you to reflect on things that you would like to be different about the existing facility & surrounding campus, current opportunities at the KCC, the people, activities, atmosphere, etc. Remember to frame your thinking and responses about the things that currently exist at the KCC and Campus and to think more broadly as you will have a chance to think about

specific additions on the next question. For example, stating that you wish the KCC was open on Sundays is perfect for this level of thinking and you can save any specific program ideas you might have like Sunday basketball league for the next question.

Things to think about:

- If you could change just one thing at the KCC what is it?
- What is it like to find parking?
- Do the hours of operation of the KCC meet the needs of the community?
- How do you feel about the operating policies or the fees?
- How is the mix of resident and non-resident use?
- What is it like to access to the KCC by walking, biking, driving?

➤ **Question 3: [20 minutes]**

What do you think could be added to the Kittery Community Center & Campus so that it can better serve the needs of the community?

Focus & intent of question:

This question is about what could be added to the KCC and surrounding campus. Ideas should be specific, but do not need to include how the idea could be implemented.

Things to think about:

- What programs or activities are missing that you would like to see offered on the KCC Campus (not just through the Rec. Dept.)
- How would you improve the campus (outside)? Would you add buildings, gardens, benches, trees, etc.?
- Are there co-location opportunities with other services (municipal, non-profit, etc.) which would enhance the KCC Campus and meet community needs?
- Are there opportunities to form strategic partnerships with businesses, other towns, the Shipyard, etc. that could lead to expanded programming, cost sharing, new approaches to old needs, etc.?
- Are there opportunities for land acquisition around the existing campus that would address identified needs?

30 minutes Thinking More Deeply [Facilitators]

By now you have generated ideas perhaps as simple as adding trash cans to every room to as wild as let's add a water park! As stated today's session is intended to be an exploration of new ideas and see how people feel about the KCC after one year of operation. The real work lies ahead of us as we begin to think about these ideas more deeply. In many cases there will need to be additional analysis, fundraising, negotiations, compromises, more public input, etc. These are the things that the KCC Board of Directors (amongst others) will be working on over time. Before that process begins it would be helpful to have each group do a preliminary analysis of one of the bigger, more complex ideas that your

group generated. In other words, it's time to take that big idea and explore the details, ask the tough questions, think about cost benefit, etc. that we asked you to disregard during the brainstorming.

Process Directions: As a group select one of the bigger, more complex ideas generated while brainstorming for Question 3. While each group may select whatever idea they wish consider that the process will be more helpful if each group is not analyzing the same idea. Now that you selected the idea for further analysis, take a moment to make sure that everyone in the group understands it. To begin the analysis and refinement of the idea you selected answer the questions below. Record your responses on the paper provided. This activity is intended to be more of a discussion so it is ok if you do not get to all of the questions or if you bounce back and forth. Your facilitator will help you to avoid getting bogged down and encourage you to maintain an objective balance as opposed to getting stuck on just looking at the challenges or the benefits. If you complete your analysis early feel free to repeat the process with a second idea.

- How does this idea address a need in the community?
- How would this idea enhance the existing KCC and Campus?
- What is the impact to the existing facility and surrounding land?
- Who are the stakeholders and decision makers that need to be included in this process?
- Are there professional services that are required to flesh out this idea (engineers, technicians, specialists, etc.)?
- How might this idea be funded initially and then sustained long term (if applicable)?
- Approximately how long might this idea take to implement?
- Other questions the group feels should be addressed?

10 minutes **Wrap Up** [Moderator: Steve Workman]

- **Next Steps**
 - Follow-up electronic Survey – Late June
 - Wrap-up phase I community outreach
 - Publish Community Listening Session & Survey Report
- **Facilitators will be available for a short period after we adjourn if you would like to follow-up on anything that occurred here today.**
- **Thank you – Thank you - Thank you**

If you would like to discuss something that you heard here today, your experience, add something or take a more active role in helping us move the KCC toward its 2020 Vision I encourage you to contact me by email. It's Steve Workman at workmanconsult@comcast.net or you can reach me through the KCC.

Kittery Community Center 2020 Vision Development
Passive Collection of Public Input ▪ June 2013
Participant Responses

The KCC Board desired to collect public feedback at various events in town during June 2013. Events included: Voting Day; Kittery Block Party; and on a wall in the Janice Grady Welcome Center (main entrance) of the KCC. Paper and pens were provided, and participants were asked to write their own responses to two questions. Responses have been combined into a single list for each question.

Note: Responses have not been edited, filtered or corrected even if the response was inaccurate in order to preserve participant responses. Items with a number in parentheses at the end indicate how many times that particular response was given. [Ex. (2)]

Question 1: What does a community center mean to you or the community?

- quality
- community
- a wonderful place for local entertainment
- a place to meet with friends
- recreation
- affordability for all
- It means my taxes went up. Higher taxes and user fees mean I pay more than non-residents
- a place where we can call "our own"-to meet friends
- community in the best sense
- opportunity
- place to exercise everyday
- a place for community to sit down
- family
- health
- a great place for family to share activities with their community

Question 2: What would you like to see added to the building, surrounding campus or programming at the KCC?

- visuals in the workout area-(2)
- running on the track
- better building and other security for kids. Put changes police department
- chess club
- whiffle ball field
- a better playground (3)
- updated basketball
- rent garden plots in front yard
- better fields for B'ball, S'ball and/or soccer
- only 2 handicap parking spaces, more are needed (2)
- picnic area
- outdoor and indoor pool
- hockey rink
- daycare wing
- fix up playground
- book club
- indoor pool-"ditto" (5)
- fitness boot camp
- more classes
- KCC is a wonderful way to bring the community together
- more parking spaces-yup (2)
- more workout/fitness classes at varied times
- Library!! Star Theatre would be a great spot for larger library programming.
- more toys, says Emily, 3 yrs. Old
- Please leave the Rice Library where it is. Many families walk there and cannot get here. There are enough things to do here, leave it for Foreside residents
- open both days of the weekend so more people can use it
- sailing lessons for kids and adults
- would be excellent to flood front B'ball diamond (or area) for outdoor ice rink-agree (3)
- swim lessons again
- running (jogging) allowed on the track, especially in winter (2)
- more activities and classes for children 2 and under
- gazebo in front field for events and in winter flood for public skating (3)
- keep annex!! Have library build somewhere else on the property

- tree w/leaves we purchased
- art classes, oil painting, etc.
- bigger library
- more dancing classes, jazz, tap, all and any
- tennis courts (2)
- classes, keyboard and/or piano
- cribbage night
- library here, too
- library (4)
- an indoor pool (2)
- bridge club
- swimming pool (2)
- the SAFE Program and summer programs
- community garden, ditto (2)
- keep KCC open on Saturday and Sunday, please
- shade outside in playground area
- not making the KAA or dance hall or library move in here, shame on the town for taxing 501 © 3s
- indoor
- indoor pool-yes (4)
- indoor pool w/no chemical filtration system
- tennis courts-yes (3)
- archery sessions
- the library
- community garden
- bocce
- swimming pool (5)
- badminton sessions
- arts and crafts fair
- adult day program
- bicycle stand by door
- day trips
- use of gym facility 24 hours
- photovoltaic panels on the roof-see Efficiency Maine for grant options
- Spruce Creek access
- kayak classes
- music appreciation (open mic) and musical workshop
- volleyball
- street floor hockey
- movies
- open on Sundays
- corn hole/shuffleboard courts
- sailing lessons

Kittery Community Center
 2020 Vision Listening Session
 June 1, 2013

Name	Address	E-mail & Phone
Susanne Kuehl	90 Haley Rd.	SUZYAL@comcast.net 439-4618
TESS SCHNEIER	6 FED MILL LN	tesshschneier@yahoo.com 938-9215
Courtney Edwards	9 Payne Rd	cjandje@comcast.net
Nancy Farrow	630 Hiley Rd	nand@comcast.net
Melanie Wilson	3 Rice Ave	melw95@Comcast.NET
Dave Harris	30 Shapleigh Rd.	dharris803@comcast.net
Christie Salena	18 Debra Ln 03904	ccsalena@gmail.com
Robert Miller	37 TILTON AVE	bobmiller@midmaine.com
DAVE LINCOLN	100 Shep. Cove Rd	dlincoln307@Comcast.net
Robert F. Walker	56 Piccott Rd	Walker29@comcast.net
Peggy Conroy	17 Wymann Ave.	PjConroy3@msn.com
NAN MCNALLY	41 Bowen Rd	nlmc@comcast.net
Connie Williams	100 Village Green Dr.	conniewilliams@gmail.com
Caroline Lewman	220 State Rd. Apt. 237	603-433-4757

Kittery Community Center
 2020 Vision Listening Session
 June 1, 2013

Name	Address	E-mail & Phone
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Marius Gormley	Shepards Cove	tc
D. ALAN KERRE	4 COLONIAL ROAD	the_colling@hotmail.com
Nancy Hoop	Shepards Cove	nancyhoop@gmail.com

Kittery Community Center
 2020 Vision Listening Session
 June 5, 2013

Name	Address	E-mail & Phone
Christine Johnson		christinejohnson@comcast.net (207) 439-2699
Susanne Kuehl facilitator	90 Haley Rd.	SUZYOL@comcast.net
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Rachel Dennis	11 Colonial Rd.	rajode@comcast.net 439-3225
GILLIAN CARTER	26 WILLIAMS AVE	gillian.carter@nyu.edu
Elyse Kehl	28 Thaxter Lane, Kittery Pt. ME	ekehl@me.com
Candice Zoghl	115 PARSONS LANE K.P	lorwenal@comcast.net
Sharon Mark Sykas	100 Shepard's Cove Rd I-2	SHARONSYKAS@comcast.net 603-778-2460
AL HUNTOON	27 JEFFERSON LN, KITTERY	ALHUNTOON@comcast.net 603 531 3787
JULY SIMPSON	110 Woodlawn Ave, Kittery	R-JULY.SIMPSON@GMAIL.COM
Jean Seucaler		
Faith Harrington	3 Sea Oakes Ln, Kit Pt	harringtonf@comcast.net
Melanie Wilson	3 Rice Ave Kit	melw95@comcast.net
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Kittery Community Center
 2020 Vision Listening Session
 June 5, 2013

Name	Address	E-mail & Phone
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Steve Weber	" "	
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ASHLEIGH MURDOCK	6 Colonial Rd Kittery	ashmur7@yahoo.com
Connie Williams	100 Kilgus Gr Br. D-C	

Kittery Community Center 2020 Vision
Traip Academy Student Workshop • May 29, 2013 • 11:30-2:00pm

I. Welcome & Tour [11:30 – 12:00pm]

A. Tour of facility

B. What's Ahead

C. Group Working Agreements

II. Small Group Discussions [12-12:45pm]

A. A Word About Community & Place

1. The BIG Question: What are the opportunities, challenges, issues and needs that should be explored in order for the Kittery Community Center & Campus to best serve the needs of the community through 2020 and beyond?
2. What are we looking at?
 - Future Development of the Facility & Campus
 - Programs/Activities/Services
 - Existing Facility Operation & Maintenance
 - Facility & Program Management

B. Station Questions

1. What does a community center mean to you?
2. What is it like for you to visit or participate in a program or activity at the KCC?
3. The KCC would be great if....

III. Break Activity [12:45 -1pm]

IV. Large Group Discussion [1-1:30pm]

A. Compare & contrast answers from small discussion groups

B. Possible Projects to support the KCC

1. How can we get input from the rest of the student Body?
 - a. Survey Development?
2. KCC Fundraiser & Marketing Tee-shirt

V. Continuing our Work Next Year [1:30-1:50pm]

A. What can we put in place for next school year?

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KCC 2020 Vision Workshop - Student Handout

Question A

What does a community center mean to you?

Things to think about:

- What does it mean to be a community?
- What is a community center?
- Who uses a community center?
- Should a community center serve everyone in a community?
- What does (or can) a community center do for the community?
- Is it important for the people in the community to financially support a community center with taxes, program fees, donations or all of the above? Why or why not?

For further understanding: The definition of community. [Adapted from www.communitytoolbox.org]

We traditionally think of a community as the people in a given geographical location, the word can really refer to any group sharing something in common. This may refer to smaller geographic areas -- a neighborhood, a housing project or development, a rural area -- or to a number of other possible communities within a larger, geographically defined community. These are often defined by race or ethnicity, professional or economic ties, religion, culture, or shared background or interest:

Faith community (a term used to refer to one or more congregations of a specific faith).

The arts community

The African American community

The education community

The business community

The homeless community

The gay, lesbian, bisexual, and transgendered community

The medical community

The Haitian community

The elderly community

These various communities often overlap. Understanding the community entails understanding it in a number of ways. Whether or not the community is defined geographically, it still has a geographic context -- a setting that it exists in. Getting a clear sense of this setting may be key to a full understanding of it. At the same time, it's important to understand the specific community you're concerned with. You have to get to know its people -- their culture, their concerns, and relationships -- and to develop your own relationships with them as well.

Question B

What is it like for you to visit or participate in a program or activity at the KCC?

Things to think about:

- Do you feel like it is a place where you can fit in? Why or why not?
- How does the building make you feel?
- What are the people like who work at the center?
- If you participate in the same type of activity some other place how was it different at the KCC?
- How do you feel about youth from other communities using the KCC? Should we charge them more money? Keep them out? Work to include them so our communities have a better relationship?

Question C

The KCC would be great if.....

Things to think about:

- What programs or activities are missing that you would like to see in the community (not just KCC)
- How would you improve the campus (outside)? Would you add buildings, gardens, benches, trees, etc.?
- If you could change just one thing at the KCC what is it?
- Can the school and the KCC work better together to share the center and programs?

Kittery Community Center 2020 Vision
Traip Academy Student Workshop • May 29, 2013 • 11:30-2:00pm
Student Responses

Note: Responses have not been edited or filtered in order to preserve participant responses. Items with a number in parentheses at the end indicate how many times that particular response was given. [Ex. (2)]

Question A: What does a community center mean to you?

- Everybody can use it, funds from play sports, no fire department, gathering area, make friends
- Bring people together, helping the environment, make kids stay out of trouble
- Having fun, making a change
- Provides an outlet for interests, hobbies community interests/issues. Fitness/wellbeing, meet new people
- Activities
- A group of people united under one common interest or residing in one area. A community center appeals to all of these.
- Adults, teens, senior citizens, kids, crazy people
- A group of people working together to make everyone's life easier and more important.
- Escape for boring world
- Discuss important ideas
- Where people in a community come together and discuss (2)
- trainers
- toddlers
- Solve problems
- A place to meet new people
- People
- Teamwork
- Common
- Enrichment
- Supports small business
- Social and physical awareness
- Town improvement
- Brings people together
- Everyone uses the community center.
- Fundraising, more volunteers, have more money raising events
- Archery
- People shouldn't have to pay taxes to use the community center. The KCC should have a donation box.
- A place that is fun to be where you can learn new things and be yourself
- Teen center. Old people use the KCC, but if we had teens there it can help them [youth] stay out of trouble.
- A place where everyone can do something that they enjoy.
- Place to come together
- Teen fun center
- No taxes
- Food drive
- Make the KCC a school again
- A community center is a place where people come together.
- Where people in the community come together.
- Yes for \$
- Some programs, fundraising, use tip jar to get donations

Question B: What is it like for you to visit or participate in a program or activity at the KCC?

- It is fun to come, because there is a lot to do.
- Compares to colleges
- Makes (people) feel like they are in a safe environment, staff makes you feel more coordinated, staff of Traip come, share it with more cities
- The new people should pay more, and payment goes down after one year.
- Feel more educated
- People, communities should pay more
- Other communities should come, because Maine is small.
- People I know don't come to the KCC.
- If we could set up ways to balance out people's wants
- Expansions on certain fitness areas
- Vote with your money
- Not really easy to fit in because it is usually B'ball players or younger kids
- The broadness of activities allows all people to feel accepted.
- The building makes me feel not lazy.
- This building is different, because I know people here.

- I feel welcome here, like I could do my thing and not be bothered, which is how I like to operate.
- I feel like I could fit in at the gym or fitness room, but how would I somewhere else? Find a balance
- It has a lot of potential, but it is not as inviting as it could be.
- Small fee for people out of Kittery to have more room for the gym and other activities
- Different age groups (open gym, etc.) at different times, may be a combined age group for people who want to step out of their comfort zone
- Rec staff not known by students at high school. A representative to visit school and talk to students about programs (monthly), or newsletter
- This building makes me feel more accepted. I think that we should charge people the same regardless of where they are from.
- The community center offers enough activities and variety to satisfy everyone around in at least one activity.
- Break some things (sports) into age groups, designated times to play.
- Blending of age groups, bring people together of common interest.
- I liked the rooms with the mirrors.
- I think that KCC and Traip should work together and make a fitness program for the high schoolers, younger kids and older people. And it should be put together by some of the high schoolers. (There are a couple of people who want to get one started.)
- Have a gymnastics group/program
- People shouldn't have to pay taxes to use the community center. The KCC should have a donation box.

Question C: The KCC would be great if.....

- Study area like in the Portsmouth Library with cubicles and silence so people can concentrate and do their work.
- Intramural sports
- computer classes
- The KCC needs a computer lab and adult ed room, informational assemblies, chess club, driver's ed classroom, map of town, transportation to KCC for elderly.
- The KCC needs a...water park, redo the baseball field into a park, pool, dance room, rope course/rock wall, wood walks during school programs
- cooking club even for expectant/experienced mothers!
- prom
- movie nights
- field trips
- recycle club
- change the playground-open
- host drama
- blood drive
- more transportation
- more staff
- more concerts
- mic show
- charity races
- a rec basketball team
- climbing wall
- CPR classes
- trips
- tornado
- old people can garden, greenhouse plants, rain garden, rain barrel,
- water balloons slip n slide, yo!
- driver's education, please!
- chickens, let's start a farm
- bus to the Boston Aquarium
- wood working
- shuttle bus to and from here, around town (stops in the village, Shapleigh, etc.
- writing and poetry club
- Café with music and stuff, maybe even a poetry reading
- Fitness Club-running, stretching, yoga, Pilates
- new playground
- recycle bins in every room
- Dance Programs-tap, ballet, ballroom, pole (not related to stripping, contrary to popular beliefs
- auto mechanics
- Gymnastics-trampolines, pole thingies, climbing thingies
- cupcake wars, food competitions
- pool and pool tables, too
- a massive middle school spelling bee or staff like it
- another outdoor B'ball court, fix the problem of people from other towns, summertime
- The art thing should be expanded upon. Like put up more or get more artists
- hike, biking team
- rob girl scouts

- holiday parties (haunted houses, Easter egg hunts, Santa, New Years
- make murals on the walls
- under 18 parties (14-18) (paint parties, dances
- cake walks
- tee shirt making, tie dye
- landscaping rain garden
- (more) things to do for community service
- Bonfires! S'mores, music
- journalism club
- rowing team (shelling)
- cooking classes
- connect community areas by walking or biking
- recycling
- energy green
- mushrooming
- experimentation on green energy/living
- winter transportation to rec from school
- Iron Chef competition
- Use the side field next to the parking lot for gardening.
- Put in a pool out back.
- have some after school programs or during school programs like cooking classes, etc.
- once a month have a dance for little kids in the theatre
- finish the flagpole
- Give students the chance to teach.
- Battle of the Bands
- adopt grandparent
- cooking lessons
- gardens-flowers
- community garden
- sewing
- restaurant that students work in
- internships for students
- display student art
- trainers
- Some programs, fundraising, use tip jar to get donations
- No taxes
- Make the KCC a school again
- Fundraising, more volunteers, have more money raising events
- Teen [fun] center
- Food drive
- Archery

Kittery Community Center 2020 Vision Development
Passive Collection of Public Input ▪ June 2013
Participant Responses

The KCC Board desired to collect public feedback at various events in town during June 2013. Events included: Voting Day; Kittery Block Party; and on a wall in the Janice Grady Welcome Center (main entrance) of the KCC. Paper and pens were provided, and participants were asked to write their own responses to two questions. Responses have been combined into a single list for each question.

Note: Responses have not been edited, filtered or corrected even if the response was inaccurate in order to preserve participant responses. Items with a number in parentheses at the end indicate how many times that particular response was given. [Ex. (2)]

Question 1: What does a community center mean to you or the community?

- quality
- community
- a wonderful place for local entertainment
- a place to meet with friends
- recreation
- affordability for all
- It means my taxes went up. Higher taxes and user fees mean I pay more than non-residents
- a place where we can call "our own"-to meet friends
- community in the best sense
- opportunity
- place to exercise everyday
- a place for community to sit down
- family
- health
- a great place for family to share activities with their community

Question 2: What would you like to see added to the building, surrounding campus or programming at the KCC?

- visuals in the workout area-(2)
- running on the track
- better building and other security for kids. Put changes police department
- chess club
- whiffle ball field
- a better playground (3)
- updated basketball
- rent garden plots in front yard
- better fields for B'ball, S'ball and/or soccer
- only 2 handicap parking spaces, more are needed (2)
- picnic area
- outdoor and indoor pool
- hockey rink
- daycare wing
- fix up playground
- book club
- indoor pool-"ditto" (5)
- fitness boot camp
- more classes
- KCC is a wonderful way to bring the community together
- more parking spaces-yup (2)
- more workout/fitness classes at varied times
- Library!! Star Theatre would be a great spot for larger library programming.
- more toys, says Emily, 3 yrs. Old
- Please leave the Rice Library where it is. Many families walk there and cannot get here. There are enough things to do here, leave it for Foreside residents
- open both days of the weekend so more people can use it
- sailing lessons for kids and adults
- would be excellent to flood front B'ball diamond (or area) for outdoor ice rink-agree (3)
- swim lessons again
- running (jogging) allowed on the track, especially in winter (2)
- more activities and classes for children 2 and under
- gazebo in front field for events and in winter flood for public skating (3)
- keep annex!! Have library build somewhere else on the property

- tree w/leaves we purchased
- art classes, oil painting, etc.
- bigger library
- more dancing classes, jazz, tap, all and any
- tennis courts (2)
- classes, keyboard and/or piano
- cribbage night
- library here, too
- library (4)
- an indoor pool (2)
- bridge club
- swimming pool (2)
- the SAFE Program and summer programs
- community garden, ditto (2)
- keep KCC open on Saturday and Sunday, please
- shade outside in playground area
- not making the KAA or dance hall or library move in here, shame on the town for taxing 501 © 3s
- indoor
- indoor pool-yes (4)
- indoor pool w/no chemical filtration system
- tennis courts-yes (3)
- archery sessions
- the library
- community garden
- bocce
- swimming pool (5)
- badminton sessions
- arts and crafts fair
- adult day program
- bicycle stand by door
- day trips
- use of gym facility 24 hours
- photovoltaic panels on the roof-see Efficiency Maine for grant options
- Spruce Creek access
- kayak classes
- music appreciation (open mic) and musical workshop
- volleyball
- street floor hockey
- movies
- open on Sundays
- corn hole/shuffleboard courts
- sailing lessons

KITTERY COMMUNITY CENTER 2020 STRATEGIC VISION ONLINE COMMUNITY SURVEY

The Kittery Community Center Board of Directors is developing a strategic vision and plan which will shape the operation and future development of the KCC and the surrounding land. The first step in the process is a chance for ALL citizens and users to share their own ideas, needs and visions for the KCC. This survey builds on the input collected during the June 1 & 5 listening sessions. Information collected in the listening sessions and this survey will be published in a report later this summer that will be used by the KCC Board to development the KCC 2020 Strategic Vision & Plan.

THE SURVEY WILL BE AVAILABLE STARTING JUNE 21 UNTIL JULY 7.

**TO TAKE THE SURVEY TYPE THE FOLLOWING ADDRESS INTO YOUR
INTERNET WEB BROWSER EXACTLY AS IT APPEARS BELOW:**

<https://www.surveymonkey.com/s/kcc2020>

KCC 2020 Vision Public Survey Results
August 18, 2013

1. Where do you live?		
Answer Options	Response Percent	Response Count
Kittery	71.9%	87
Kittery Point	24.0%	29
Other	4.1%	5
	answered question	121
	skipped question	0

2. What gender do you identify as?		
Answer Options	Response Percent	Response Count
Male	26.4%	32
Female	73.6%	89
	answered question	121
	skipped question	0

3. Which category below includes your age?		
Answer Options	Response Percent	Response Count
17 or younger	0.8%	1
18-20	0.8%	1
21-29	2.5%	3
30-39	18.2%	22
40-49	37.2%	45
50-59	19.8%	24
60 or older	20.7%	25
	answered question	121
	skipped question	0

4. Have you visited the Kittery Community Center at Frisbee Common for any reason?		
Answer Options	Response Percent	Response Count
yes	99.2%	120
no	0.8%	1
	answered question	121
	skipped question	0

Note: If the participant answered "Yes" to question 4 she/he was directed to answer question 5. If a participant answered "No" to question 4 she/he was directed to skip question 5 and answer question 6

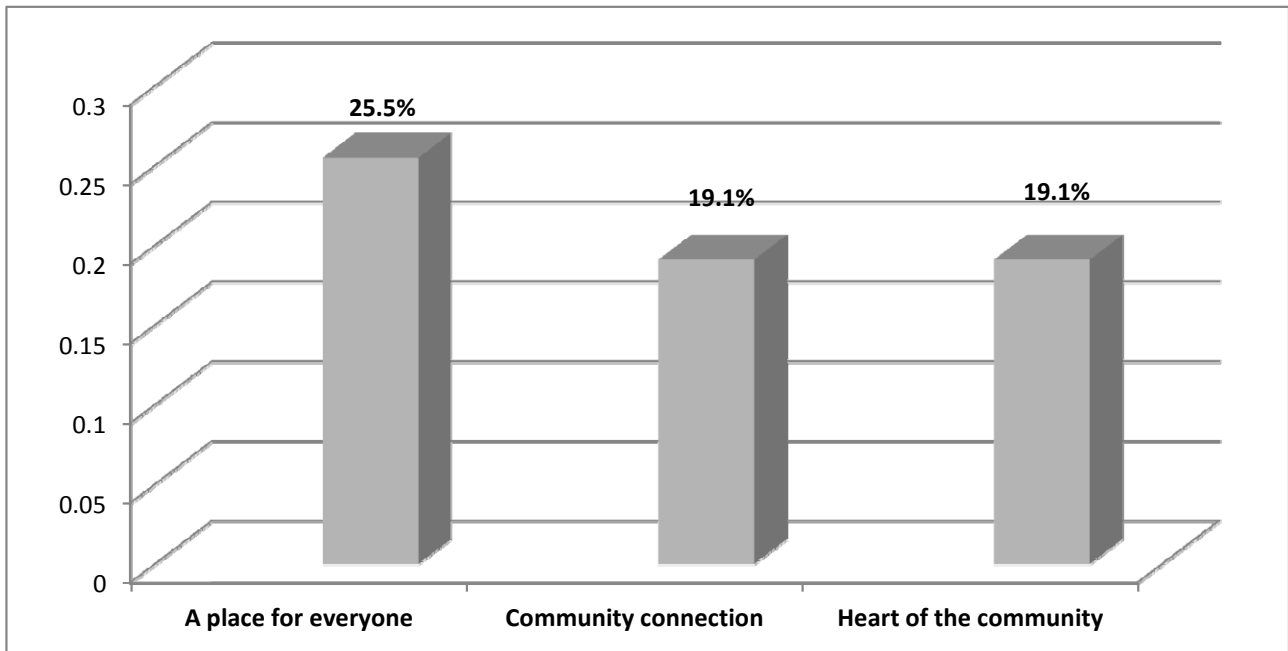
KCC 2020 Vision Public Survey Results
August 18, 2013

5. What was the reason(s) for your visit to the Kittery Community Center? Check all that apply.		
Answer Options	Response Percent	Response Count
Voting	65.8%	77
Youth program, class or activity	42.7%	50
Attend a meeting	40.2%	47
Special event	38.5%	45
Walking track	32.5%	38
Fitness center	30.8%	36
Watch a performance	29.9%	35
Open gym	27.4%	32
Just to look around	25.6%	30
View an art exhibit	13.7%	16
Adult program, class or activity	11.1%	13
Private rental	11.1%	13
Visit a tenant in the East Wing	8.5%	10
Senior program, class or activity	7.7%	9
Other (please specify)		9
	<i>answered question</i>	117
	<i>skipped question</i>	4
Other		
SAFE		
AARP tax-aide volunteer		
preschool		
Playground		
Traip performance		
Playground		
I worked there for almost one year.		
Informatiion of ideas for kcc direction		
theatre performance of "Pippin"		
6. Please tell us why you have not yet visited the Kittery Community Center; check all that apply:		
Answer Options	Response Percent	Response Count
I do not have transportation to the Center	50.0%	1
I haven't had time	50.0%	1
The programs, classes or activities currently offered do not match my interests	50.0%	1
The Center amenities (gym, fitness center, café, etc.) are not something I currently need	50.0%	1
I do not have the money to participate in paid programs, classes, activities or events	0.0%	0
There are limited or no programs for my age group	0.0%	0
I usually don't know what is happening at the Center	0.0%	0
Other (please specify)		0
	<i>answered question</i>	2
	<i>skipped question</i>	119

KCC 2020 Vision Public Survey Results
August 18, 2013

7. What word or short phrase best describes what the Kittery Community Center means to you?

Answer Options	Response Percent	Response Count
A place for everyone	25.5%	28
Community connection	19.1%	21
Heart of the community	19.1%	21
Health & wellbeing	10.9%	12
Opportunity	8.2%	9
Builds community identity	8.2%	9
Cultural resource	3.6%	4
multi-generational	2.7%	3
Fellowship	1.8%	2
A place for community to sit down	0.9%	1
Other (please specify)		9
	answered question	110
	skipped question	11
Other		
Would like to see more for our young teens, like pool and air hockey...		
a place that has taken community out of community center.		
Welcome.		
a great community and cultural hub		
excess		
no idea		
None of the above.		
Tax burden, waste of money		
all of the above apply,actually		



KCC 2020 Vision Community Survey Results
August 18, 2013

8. The suggestions below were several offered by participants at the listening sessions for improving the operation of the existing center and campus, please indicate your level of agreement with these suggestions.

Answer Options	Strongly agree	Agree	Disagree	Strongly disagree	I don't know/No opinion	Response Count
More parking	22	37	20	6	20	105
Open later on Saturdays	21	42	12	4	22	101
Open on Sundays	35	42	13	3	14	107
Acoustical improvements in rooms	9	22	12	6	55	104
More lounge areas for sitting, reading, waiting, etc.	13	41	27	6	15	102
Improved recycling program for whole facility	29	34	12	4	22	101
Improved sidewalks & road crossings leading to the Center	14	35	20	5	27	101
Traffic light at Rogers Road entrance	14	33	26	19	11	103
Improved landscaping to include gardens & benches	19	50	18	5	15	107
Other (please specify)						29
					answered question	112
					skipped question	9
Other						
More consistent wifi, more add-ons with rentals-projectors, screens, etc.						
Don't completely block off the gym for Safe.						
Playground open to the public during the week						
allow running on track--especially in winter						
early AM hours for working parents						
indoor pool						
a preschool for the COMMUNITY. One that allows for children to be PART TIME. We were customers for two years and then told that we would have to pay for full time daycare because they no longer want to run a preschool program. Strongly disappointed in how this program was run this past year. Strongly.						
add more outdoor sports rec fields for kids and adults						
Develop the land outback and create more fields for kids and adults to play sports on						
More hours for fitness center						
Rink on the front lawn in the winter and or floor hockey						
Computers						
Remove sidewalk at ball field for extra parking, remove grassy area at side entrance for more parking						
Better air conditioning in the fitness area						
Library						
Official pathway to walking trails in Rogers Park (ie Signage to the trail)						
active senior center with free activities						
charge non-residents for any use of facility; DO NOT charge Kittery residents for anything other than classes (fitness ctr, etc. should be free for residents- our taxes are paying for the ctr.)						
outdoor recreation: improved hiking trail to Rogers Park and Spruce Creek, kayak lessons/rentals on Spruce Creek, outdoor game areas (volleyball, badminton, shuffleboard, cornhole, etc.), pool						
Playground updated						
building-wide wifi						
improve outdoor basketball courts						
Upgrade the Nautilus equipment.						
earlier morning hours so that we can use exercise facilities before work						

KCC 2020 Vision Community Survey Results
August 18, 2013

Question 8 - Other - Continued

Better playground.

All things to spend more money, lovely. This is all fine and dandy if private donations pay for it all.

dont take

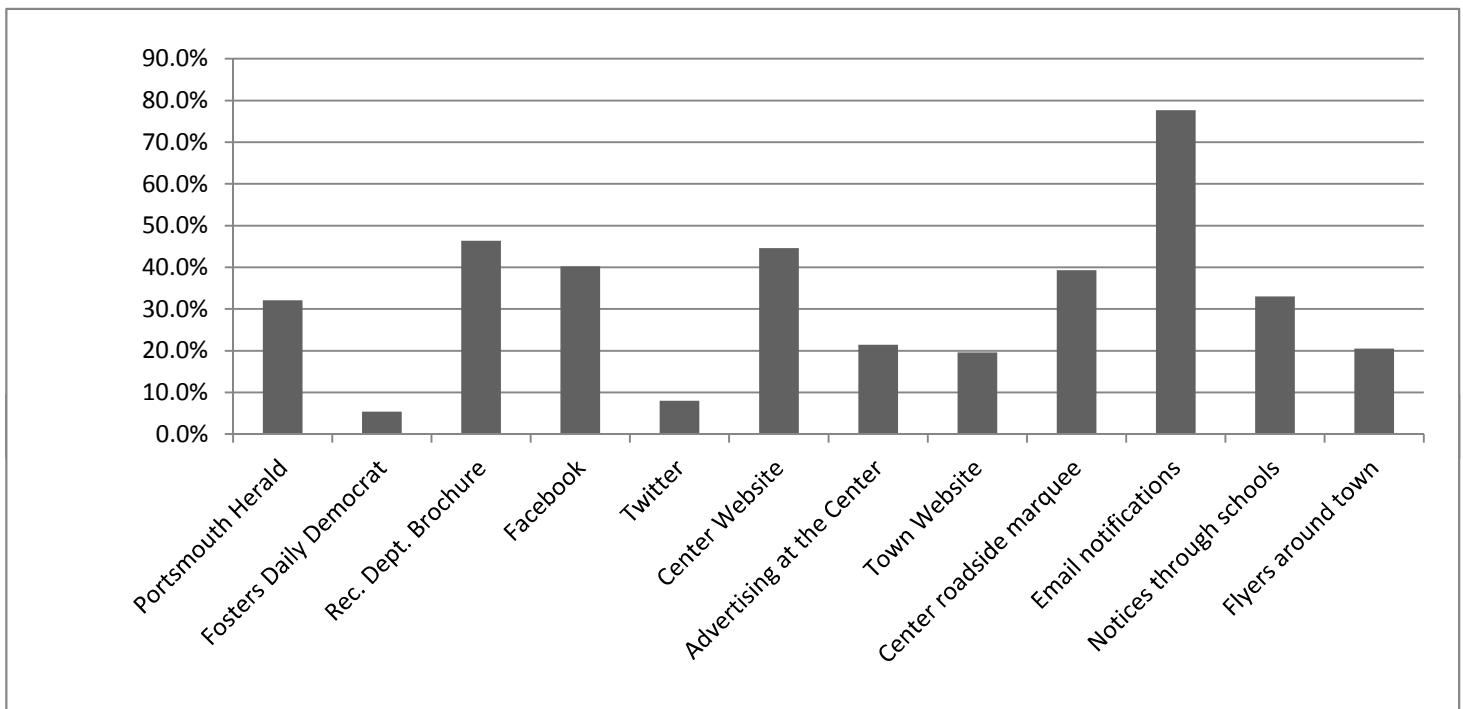
Posting on website if closed for event or weather

sidewalks and road crossing is in the works

renovate east wing and not consider tearing it down

9. Communication is important to the successful operation of the Center. Please check all the ways that you are most likely to learn about programs, activities or events at the Center:

<i>answered question</i>	112
<i>skipped question</i>	9



KCC 2020 Vision Community Survey Results
August 18, 2013

10. There are many possible ways to generate money to support the operation of the Center. How do you feel each of the following should be used to operate the center?

Answer Options	Not at all	A little bit	Part of a balanced mix	More of this type	Completely dependent	Response Count
Program/Activity fees	3	16	64	18	8	109
Facility membership	15	15	61	9	6	106
Private rental fees	0	5	59	35	8	107
Tax revenues	16	23	57	7	3	106
Corporate sponsorships	4	6	49	41	5	105
Grants	2	6	49	45	6	108
Renting office space to non-town entities	15	19	46	21	5	106
Other (please specify)						7
					answered question	111
					skipped question	10
Other						
Let private functions serve alcohol so the center could be more desirable as a rental for weddings and parties						
Charge Non-Residents to use the Basketball Gym and give in town residents a card to use the facility.						
Fees for non-Kittery residents should be higher. Kittery residents are paying for it and should only have to pay a small fee to use the facility.						
Will Scouting groups ever be able to meet here for free?						
charge non-residents for ANY use of facility						
Contributions from sports leagues who use the facility that live outside of Kittery						
non-resident fees						

11. What programs, activities, classes or special events would you like to see added to the offerings at the Center?

Answered question

53

Skipped question

68

- Fourth of July fireworks at Fort Foster, Adult Dances, Family Entertainers in Theatre, more use of the theater than just plays
- anything that can support itself
- pool
- More for middle school ages/ teens that can't drive yet
- Kids athletic drop-in sessions, music events, and other things that build a community identity. For example you could do a BBQ that had a softball tournament before the music during the summer concerts.
- Allowing alcohol at private events (theater)--could be a space for weddings, anniversary, retirement parties, etc...
- more Saturday or evening programs - from sports to enrichment - more semi-structured gym activities for the community - dodge ball, volleyball, indoor soccer
- surf classes
- a REAL program for the children of Kittery. A preschool that is part time like most preschool programs. It was offered two years ago. Then we were assured it would continue this past year- but then we were asked to start paying for FULL time daycare even though we only wanted 12 hours per week of preschool. You have turned the program into a daycare center for people that live outside of our community. In doing so- you have lost a loyal contributor and supporter.
- More field space for kids and adult teams to play on.
- More College Courses
- Swimming Lessons
- Fall, Winter, Spring indoor baseball clinics for the kids.
- An outdoor ice pond of some sort, flooded ballpark perhaps, for winter outdoor activity.
- Movies, pool
- More fitness classes
- Hockey and ice skating
- The important age group that is most often overlooked is the pre-teen and early teen years (12-16). The time frame between day care and a drivers license is when most kids feel the draw of bad choices mostly because they don't have many choices at all. They are often unsupervised. I'd like to see a way for these kids to have access to the center in a non-membership or fee-free program that allows them to congregate at the center, where there are always people and there can be a limited tolerance policy for kids that are not courteous and respectful. This can include gym time as well as a space with pool/foosball/cards/other tables that lets kids hang out in a safe environment, rather than finding empty houses whose parents are working. this age group needs more representation, but I fear asking for another fee for such a limited service will prevent it from happening.
- Not sure. But I like what's happening so far.
- More camps
- Movies
- Computers
- Music
- "The programs offered are not being used.
- The cost is possibly one reason. The gym equipment is sitting there and no one is using it. It is less expensive to join a gym than use the center

- We should consider what is lacking in the area and consider adding those services to the KCC.
- exercise programs, tai chi, community events as fundraisers
- sewing
- Swimming Lessons, lifesaving lessons, babysitting lessons that young people can afford
- "Karate (for younger ages)
- Tennis (for younger ages)
- Golf (for kids)
- Swimming lessons (partnership with another facility to get reduced rates)
- More kids' weekend/evening activities/classes to accommodate working parents' schedules.
- Teen - there are youth classes and adult classes but often the teen/tweens are forgotten. Computer classes, jewelry making, graphic design, etc.
- KCC needs recreation managers that know how to operate this huge new facility. It appears that the current management is in over their heads.
- I would like adult stretching or low impact aerobic classes either in the evening after 6P or early in the morning. I work in MA and leave at 6:30A and get back into town at 6P. I'd like a class instead of working out alone.
- senior center
- more music
- More fitness options, especially at night- after 6 pm good variety currently offered, keep up the good work.
- More for middle school & high school age residents; especially on weekend nights....our kids need to have fun; interesting alternatives to make good decisions regarding alcohol & drugs...boredom usually leads to trouble at this age. Offer summer programs to teens that they may not have time to do during the school year: i.e. drama show; music ensembles...these do not have to be ""teen only"" adults could be involved also...but should be directed to teens.
- Offer a pottery class
- more programs for kids, a welcome environment for kids
- "yoga and fitness programs offered more than 1 day a week.
- Cooking Classes
- Trips for more than seniors
- Would love to see an indoor pool
- Outdoor recreation: hiking//snowshoeing trails to Rogers Park, kayak lessons/rentals at Spruce Creek, outdoor games (volleyball, badminton, shuffleboard and cornhole tournaments).
- More Youth offerings
- Movies, music events in the Star theater
- theater for kids
- art for kids

- Clubs for kids
- Community Parties
- Movie viewings
- the library- a place for kids to go to do homework
- More family activities
- Something for the teens during summer maybe some fun outdoor events.
- "Gyrokinesis, more yoga, extend barre
- More exercise classes in the am
- classes for learning hobbies
- Anything that includes people in a learning process about Kittery/Kittery Point, including walks with a geologist to learn how the land was shaped by nature.
- teenage dances
- None, it's already bloated and costing the taxpayers' money
- cooking classes, health classes (i.e. Weight watchers), More fitness classes, poetry slams, student coffee houses, health challenges in fitness suite
- lectures
- reading groups
- music (classical)
- Diverse programs for kids, more exercise classes for adults
- outdoor activities & youth theater

KCC 2020 Vision Community Survey Results
August 18, 2013

12. Should the Center form strategic partnerships with other entities such as businesses, non-profits, other towns, the Shipyard, etc. that could lead to expanded opportunities, cost sharing and/or new approaches to identified needs?

Answer Options	Response Percent	Response Count
Yes	91.1%	92
No	8.9%	9
Other (please specify)		10
answered question		101
skipped question		20

Other

Allow someone like Coastal Fitness to run the workout room. I think that this would get you a lot more young adults who would pay the membership.

not sure, I like it now and it seems it may take away from the Kittery feel if other agendas come into play

The Shipyard and library have no allegiance to the town and the goals of the center. this divides the goals of the center and will create divisions in mission, etc.

select non profits, or shipyard. caution on this type of activity, may take away from a community center

Not sure, it would depend on what was involved

As it is some of the Navy people are taking over such activities as Open Gym...to the point that student residents of Kittery are not get enough of an opportunity to play; also, someone needs to be in charge of making sure appropriate behavior is happening in the open gyms as some of the Navy people are loudly using inappropriate language & are very unsportsmanlike

possibly, if beneficial to everyone

Keep the control though...this should be a sponsorship not a partnership.

If you are going to suck the money out of a private group instead of forcing taxpayers to foot the bill, that fine

library

13. The suggestions below were several offered by participants at the listening sessions for improving the outside campus, without worrying about the details of how these would be done, please tell us how you feel about each suggestions:

Answer Options	Strongly agree	Agree	Disagree	Strongly disagree	I don't know/No opinion	Response Count
More benches & tables	23	53	6	2	15	99
Improved connection to Roger's Park & water	24	48	15	3	14	104
Improved playground	31	45	12	1	14	103
Different types of gardens	13	42	19	6	21	101
Improve outdoor lighting (safety & aesthetic)	14	43	21	4	17	99
Sheltered pavilion	22	54	8	5	13	102
Seasonal ice rink	28	51	10	4	9	102
seasonal snowshoe trail around campus	20	40	16	2	17	95
Replace chain link with nicer fencing	16	29	21	7	23	96
Other (please specify)						19
answered question						106
skipped question						15

KCC 2020 Vision Community Survey Results
August 18, 2013

Question 13 - Other
improve field conditions to allow for more consistent use of fields for youth and adult sports
We need something out front going on that citizens see - activities, music, playground, or anything else visual - so that people driving by want to come in.
swimming pool!
Playground accessible to the public during the week
more soccer fields
Create more fields for kids and adult teams
does the town pay for Rogers Park ??
Chain link fence should be replaced but just use the nice stronger black coated chain link fencing. Just doing that would be a big difference.
At this time. I don't think spending more money will help The center needs to be accessable to kittery residents without a high
Kittery Needs better playgrounds
should look for volunteer gardeners NOT pay for gardening
Incorporate a close relationship with Rogers Park and perhaps add benches/pavilion in that area. Use the area to add parking for those that use Rogers park
The playground is old, falling apart, and unsafe. I will not let my kids play there.

Question 13 - Other - Continued
better, clearer signage for entrance to building. It's not clear to use back of building
put in tennis & good outdoor basketball courts
A nice community playground in the front would draw people from in/out of town. It would also be safer for families/kids if you could see it from the road.
Again, this is just a way to spend for money, the people who suggest these things should pay for these things
outdoor basketball

14. What is your current level of support for the following proposed additions to the Kittery Community Center Campus?

Answer Options	Weak	Moderate	Strong	No Opinion	Response Count
New construction of a library	47	20	33	6	106
New construction of an indoor aquatic facility (pool)	36	20	49	1	106
Land acquisition adjacent to the campus	26	31	35	14	106
<i>answered question</i>					106
<i>skipped question</i>					15

KCC 2020 Vision Community Survey Results
August 18, 2013

15. What type of information would you need to make a more informed decision about each of the three big ideas (library, pool, land)? Check all that apply.

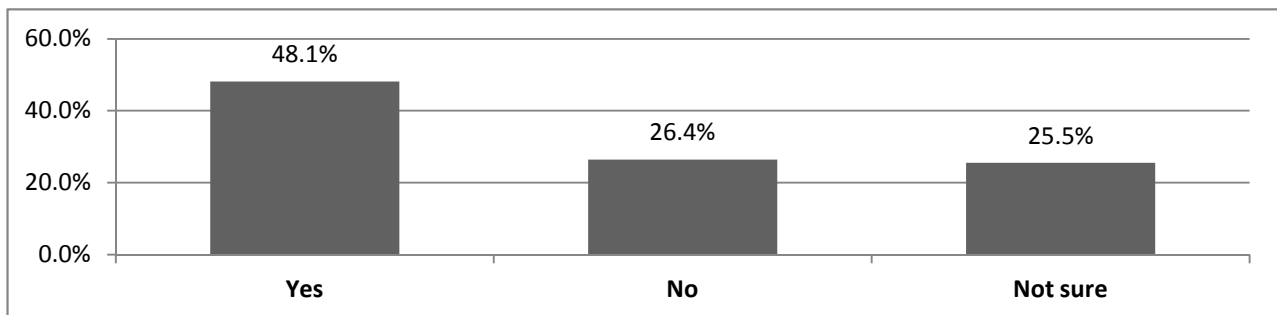
Answer Options	Response Percent	Response Count
Cost estimates	70.3%	71
Design plans	59.4%	60
Operation & maintenance costs	84.2%	85
Impact analysis (existing services/land)	56.4%	57
Cost/benefit analysis	77.2%	78
Project implementation timeline	30.7%	31
Other (please specify)		16
	answered question	101
	skipped question	20

Other

- Plan on how library intends to pick up a 6,000,000 price tag without going to the voters for a bond
- we fund 99% now how much more can we support
- Outdoor pool or water area would be great alongside the idea for an indoor pool.
- NEVER want to see the Library moved to community center NEVER NEVER NEVER
- Competent facility managers and a solid management plan
- Management Plan
- Seems we are having trouble paying for the new rec center, why would we add more to it until Ops costs are undercontrol--I will not support anything that raises my taxes again
- Pool would be an amazing addition!
- i don't favor the library moving to KCC
- should a new library be built, I would want to see it managed by the town and not a private board of directors
- Don't need anything because everybody already knows you are not trustworthy and manipulate the numbers
- do not take annex down
- heard maybe tear annex down not for that at all
- do not take down the annex please add on to it
- Do not remove the annex
- Management plan

16. Is it important to you that any new facility construction connect directly to the existing Center in order to provide indoor access between the different use areas and/or to preserve the vision of a connected community center?

answered question	106
skipped question	15



KCC 2020 Vision Community Survey Results
August 18, 2013

17. What ways might you be willing to support paying for the construction of each of the three big ideas (aquatic facility, land acquisition, library)? Check all that apply for each.

Answer Options	Land Acquisition	Indoor Aquatic Facility	Library
Municipal bonding	40	36	26
Building reserve accounts	39	36	36
Private fundraising	54	72	62
Grants	59	60	60
Sale of Town assets (buildings)	38	49	51
Sponsorship/naming rights	39	60	43
Other (please specify)			
	<i>answered question</i>	97	
	<i>skipped question</i>	24	

Other

Library shouldn't burden the town with their efforts to move to the frisbee common complex

cannot afford to move library anywhere budget would increase for sure

dont move the library

will need multiple revenue sources I suspect

I do not support moving the Library

do not spend any tax revenue or municipal borrowing for a pool or "free" library. investigate joining with portsmouth or york

Do Not Ever Move the Library!!!!!!!

Fire the current Recreation Director and use her salary!

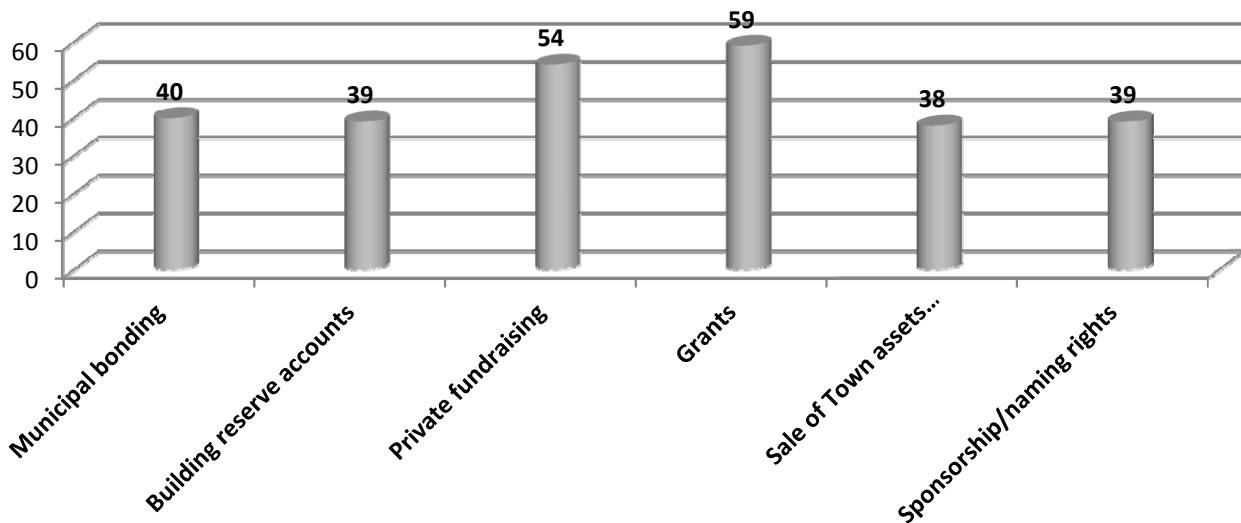
no burden to the taxpayers

An indoor pool will lead to higher maintenance costs & problems in the near future...we live on the ocean where people can swim or go to Portsmouth & learn. An indoor pool will be very troublesome & a money pit soon after it's down.

What ever would work for the town.

The people want these things should pay for them on their own, why do I have to be forced to pay for these things when I don't want them? It's really disgusting.

Land Acquisition Funding



KCC Strategic Plan

Appendix B

KCC Board of Directors Strategic Plan Development Workshops

Contents

2015 Strategic Vision & Plan Board Workshop Guide

2015 KCC SWOC Analysis Results

2015 KCC SWOC Analysis Applied to Strategic Plan Sections

2016 KCC Arts & Culture Strategic Workshop Guide

2016 KCC Arts & Culture Strategic Workshop Notes & SWOC Analysis Results

KITTERY COMMUNITY CENTER 2020 STRATEGIC VISION & PLAN



Communities already exist. Instead think about how you can help that community do what it wants to do.

Mark Zuckerberg, founder & CEO of Facebook

STRATEGIC PLANNING RETREAT #2

The purpose of this retreat is to develop the big-picture, strategic goals that will form the foundation of the KCC 2020 Strategic Plan

January 31, 2015

Detailed Agenda**8:00am Welcome & Logistics** [Facilitator: Steve Workman]

- **Introductions**
- **Today's Purpose**
- **My role as a facilitator is to:**

- Define organization components and terms so that everyone is starting on the same page
- Help with the process and keeping time
- Observe group dynamics, underlying issues, etc. and challenge the group to work through them
- Serve as a reminder of our agreements to be fair and respectful
- Make sure everyone gets a chance to participate, and
- Record key information

- **Group agreements for a productive conversation...**

1. Be respectful
2. One person speaks at a time
3. Listen to one another
4. Share "air time" or step-up and then step back
5. Speak for yourself, not for others and not for an entire group (use "I" statements)
6. Seek common ground. If you disagree, consider asking a question rather than arguing to prove your point
7. It's OK to disagree, but don't personalize it. Stick to the issue, not the person who is disagreeing with you
8. Self-police cell phone use
9. Stick to times
10. Other agreements?

8:15am Board Development: Thinking/Learning Styles

- **What is it and why it should matter to groups/boards/committees [15 minutes]**
 - See Handout
- **Four Corners Activity [15 minutes]**

- Please go to the corner that reflects your primary thinking/learning style as indicated by the Gregorc Style Delineator.
- Using your group's dominant thinking style as a basis you have 10 minutes to answer the following questions:
 1. What strengths does your style bring to group work?
 2. In what ways does your style present a challenge to group work?
 3. How does it feel when you are working in a group where your style is not the dominant style?
- The large group will re-form and a spokesperson from each group will have 1 minute to summarize responses to the discussion questions.
- Final thoughts

8:45am Strategic Thinking & Analysis

The following information was developed using content from two articles: “Strategic Thinking – A Task for All Employees” by The Sergay Group; and “Strategic Actions for Learning How to Think Strategically” by Glen Ebersole.

➤ **What is Strategic Thinking**

- Strategic thinking is the process of developing and evaluating every decision and action in light of current and future circumstances, the direction you want to go in and the results you want to achieve. Every challenge, every problem, or every action needs to be assessed in light of the broader context.
- It is not about doing “business as usual” but rather pushing the envelope to see what can be done smarter and what else can be done “instead of”, or as an “add on”, that would maximize opportunities. In other words: It involves being able to apply possibility thinking to every situation.
- It is proactive rather than reactive.
- It always involves change, and many times that means profound personal and organizational change.
- It is an acquired skill that requires creativity, problem solving, teamwork, critical thinking and flexibility.

➤ **Applying Strategic Thinking to the Strategic Plan Development**

- Strategic thinkers are able to see the big picture, as well as how to attain it. This wider framework will better inform decision-making and ensure an organization functions in a more integrated fashion and is aligned to the strategic goals.
- Strategic thinking implies that all variables are considered - those that pertain to the internal environment of an organization and to the environment outside of the organization. Patterns and trends must be ascertained and the potential impact assessed so that adjustments can be made in a timely manner.
- It consists of considering every factor that could impact upon, or be impacted by, any decision made or action taken. It involves ensuring alignment to the organization’s goals. The potential impact is ascertained so that strategic decisions can be made and subsequent required actions planned for.
- The strategic thinkers look at their organization as a whole to assess the strengths, weaknesses, opportunities and challenges or threats.

➤ **Force Field Analysis [15 minutes]**

The following group brainstorming activity will help you to begin to analyze the forces that are working to support or restrain the KCC mission. Understanding these forces will help in the development of strategic goals to work with positive forces or shift restraining forces.

Group Force Field Activity

Using the KCC mission statement the group will take turns answering the following two questions. The process will continue until everyone has exhausted their ideas.

1. What forces are supporting the KCC mission?
2. What forces are restraining (or opposing) the KCC mission?

The KCC’s mission is to provide multi-generational programs and services contributing to personal wellbeing and the quality of community life.

➤ **SWOC Analysis [45 minutes]**

SWOC stands for Strengths, Weaknesses, Opportunities and Challenges (threats). This analysis is a useful preliminary step in the strategic planning process because it helps groups to develop an honest inventory of the current reality inside and outside an organization. The SWOC analysis essentially provides a stepping stone to developing a strength-based strategic plan rather than the traditional deficiency based planning model. It helps you ask, and answer, the following questions: How do you:

- Make the most of your strengths?
- Circumvent your weaknesses?
- Capitalize on your opportunities?
- Manage your Challenges (threats)?

Group SWOC Activity

The group will take turns answering the following questions, round-robin style. The process will continue until the participants no longer have an answer to contribute. It is possible to go back and add and it is not unusual for an item to be under more than one heading.

1. What are the strengths of the KCC as it exists now?
2. What are the weaknesses of the KCC as it exists now?
3. What are the opportunities that exist for the KCC to further its vision and mission?
4. What are the challenges that the KCC will have to overcome to be successful in its mission?

10:00am The Strategic Plan

➤ **Review: What is a Strategic Plan**

▪ Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment.



▪ It is a disciplined effort that lays out what the organization wants to achieve in the future, provides a roadmap to get there, and makes sure everyone can follow it. Essentially, it is an organizational compass.

▪ If you want an effective strategic planning process your mantra should be: *“vision, mission, and strategy first – operations and initiatives (programs) second”*.

➤ **Strategic framework & content areas for the KCC strategic plan**

1. Future Development of the Existing Facility & Campus
2. Facility Operation & Maintenance
3. Management
4. Programs & Services

10:15am Strategic Goal Development

➤ **Key Plan Terms**

Strategic Goal: Are long-term, multi-level organizational goals that help to convert the broad mission and vision statements into more specific plans and projects. They set the major benchmarks for success and are designed to be [SMART] specific, measurable, attainable, realistic and timely translations of the mission statement and SWOC analysis that can be used to guide decision-making. Related terms/phrases you may have seen in other plans/processes include: goals, strategic objectives

Strategic Initiatives: Specific actions the organization will take to implement/achieve results toward an identified Strategic Goal. Related terms/phrases you may have seen in other plans/processes include: objectives; action items; programs; and initiatives.

Action Item: Specific steps that break the strategic initiative into more manageable pieces. This is the “To Do” list.

Example:

Strategic Goal: Maintain a responsible and effective budget for the KCC and related programs that is transparent, forward thinking and balances community needs with profit maximization.

- A. Strategic Initiative: Increase advertising and sponsorship revenue by 10% annually from the previous year.**
 - 1. Action Item: Identify advertising opportunities in the facility and on the campus.**
 - 2. Action Item: Identify sponsorship opportunities in the facility, on the campus, for programs and services.**
 - 3. Action Item: Develop policies and procedures to govern advertising and sponsorships and ensure full integration with any applicable town policies/ordinances.**
- B. Strategic Initiative: Increase rental revenues by 10% annually from the previous year while maintaining an appropriate balance between private and public use of the facility.**

➤ **Strategic Goal Development by Plan Content Area [10:30am]**

- There is no “silver bullet” when it comes to developing strategic goals. Personally, I believe it is more like reverse-engineering because organizations generally have a wealth of ideas which better reflect strategic initiatives in addition to results of existing conditions analysis such as SWOC and Force Field Analysis. The process can be simple/obvious in one instance and then require additional analysis and complicated matrices in another.
- We will use the January 21, 2015 draft strategic plan as a starting place. Some of the draft material reflects our agreed upon format better than others while some might need to be re-worked. Other areas have not received much, if any focus so far. The goal of this process is not quantity [of goals] but impact.

- The following questions will be used to guide strategic goal development for each content area of the plan:
 1. How does this content area link to the KCC mission?
 2. Who is most impacted by this content area?
 3. How visible/meaningful is this content area to the general public?
 4. What opportunities were uncovered by the SWOC Analysis that fit in this content area?
 5. What strengths were uncovered by the SWOC Analysis that could be used to maximize opportunities or address identified weaknesses and challenges in this content area?
 6. What and how do programs, services, etc. identified through the public visioning session fit into this content area?
 7. Other questions?

- We will spend up to 30-minutes on each content area. The intent is not to complete each content area, but to identify structure, content, etc. that can be further developed and revised over the next two months.

1:00pm

Wrap Up

Thank you for allowing me to be a part of your process; please feel free to contact me at
Workman Management Consulting - *Creating Community Solutions for a New Tomorrow.*
10 Bridge Street • Kittery, Maine • 03904 • Office: 207-451-9279 • Cell: 207-752-1506 • Email: workmanconsult@comcast.net

Kittery Community Center 2020 Strategic Plan Development SWOC Analysis • January 31, 2015 Board Retreat

SWOC stands for Strengths, Weaknesses, Opportunities and Challenges (threats). This analysis is a useful preliminary step in the strategic planning process because it helps groups to develop an honest inventory of the current reality inside and outside an organization. The SWOC analysis essentially provides a stepping stone to developing a strength-based strategic plan rather than the traditional deficiency based planning model. It helps you ask, and answer, the following questions: How do you: Make the most of your strengths; Circumvent your weaknesses; Capitalize on your opportunities; Manage your Challenges (threats)?

Strengths

- KCC Staff
- KCC Board of Directors
- KCC seeks public input/feedback
- The building/campus itself
 - Size of the campus is large
 - Character of the building
 - Unique facility
 - Multi-functional space
 - Space for diverse interests/activities: physical, arts, cultural, mind, body, social, etc.
 - Location
 - Regional attraction – unique niche
 - Proximity to Spruce Creek, Roger’s Park, town centers, high density neighborhoods
- Community support for KCC
- Has much Potential for:
 - Growth and diversity of programs/services
 - Enterprise/business
 - Development of outdoor activities
- Brings community together & fosters social connection/ties
- Broad, diverse & multi-generational appeal
- Programming is valued and utilized (repetition/annual/etc)
- Outdoor preschool classroom
- Indoor walking track
- Generates revenue to help support its operation
- Receives a percentage (30%) of town funding toward program & operating expenses

Weaknesses

- Lack of a bigger vision for the facility & campus
- Lack of a business plan (outgrowth of strategic plan)
- **Financial Impacts:**
 - Board understanding the budget and budgeting process
 - Budget constraints
 - Unfunded needs
 - Fundraising efforts
 - Balance between free and paid facility use
 - Lack of marketing budget
- Community unaware of KCC resources/underutilization of facility
- Underutilization of outdoor space
- **Staffing shortages:**
 - Custodians
 - Specialists
- **Ongoing building issues connected with age, design and rehabilitation:**
 - Existing structure creates challenges:
 - Ice falls off roof – dangerous & damaging
 - Maintenance of alcoves & alleys
 - Lack of storage
 - Theater improvements (equipment, access, etc.)
 - Building safety and security issues (access, etc.)
 - Unable to use front building entrances because of youth safety concerns
- **Physical layout of campus/terrain:**
 - Adequate parking during increasing peak demand
 - No clearly defined “front of the house”
 - Outdoor way-finding signage and lighting of signs
 - Lack of landscaping
- Fitness equipment requires regular maintenance & becomes obsolete

Opportunities

- Implementation of KCC Strategic Plan
- **Develop synergistic partnership within the community**
 - Strengthen partnerships with schools, library, etc. to find ways to work together, share resources, etc. that maximize tax dollars, resources and prevent duplication
 - Partnerships with Navy and Coast Guard
 - Partnerships with regional arts & cultural organizations (Music Hall, Discover Portsmouth Center, etc.)
 - Use of facility for businesses: annual meetings, trainings, trade shows, etc.
 - Community service opportunities for students
 - Volunteer base for special projects/events
- Facility is well positioned to respond to/meet future needs of Kittery demographics and development
- Campus site development potential is high – “blank canvas” to a certain extent
- Proximity to trails & parks
- Bring public access channel 22 to the KCC
- **Growth of Kittery makes it a “quality of life” destination**
 - More people are basing where they live on available services/desirability – people are reporting the KCC as a major reason for locating in Kittery
 - The great exodus from Portsmouth
- **Fundraising opportunities: simple to the complex/large**
 - Concessions always open
 - Programming as fundraisers (concerts, movies, etc.)
 - Corporate sponsorships
- Kittery athletic field master plan development
- New playground equipment & location

Challenges

- Implementation of KCC Strategic Plan
- Haven't identified measures of success for the KCC
- **Financial:**
 - Growth of expenses
 - Growth of revenues
 - Town budget is always “tight”
 - Town budget currently supports only 30% of total operating budget
 - Balance between paid & free services
 - No fundraising plan in place
 - Grant environment has decreased & highly competitive
 - Providing competitive employment in order to recruit & retain qualified staff
- Maintaining staffing for optimal coverage, skill sets and coverage when absent
- Recruiting & retaining qualified board members & volunteers
- Over-reliance on volunteers
- Volunteers aren't always the best or most appropriate answer to accomplishing tasks
- Utilizing qualified board members for paid work
- Town Charter constraints
- Subset of Kittery residents not supportive of KCC
- Perceived competition between KCC and other organizations
- Differing opinions about what to do with facility & campus opportunities/potential
- Unclear KCC Arts & Culture Subcommittee structure/purpose
- Need for fresh/creative programs
- Growing audience/users
- Board participation at KCC events

Applying SWOC Analysis to Section I: Facility & Campus of the KCC Strategic Plan

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> ▪ The building/campus itself <ul style="list-style-type: none"> • Size of the campus is large • Character of the building • Unique facility • Multi-functional space • Space for diverse interests/activities: physical, arts, cultural, mind, body, social, etc. • Location • Regional attraction – unique niche • Proximity to Spruce Creek, Roger’s Park, town centers, high density neighborhoods 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> ▪ Financial Impacts: <ul style="list-style-type: none"> • Budget constraints • Unfunded needs ▪ Staffing shortages: <ul style="list-style-type: none"> • Custodians ▪ Ongoing building issues connected with age, design and rehabilitation: <ul style="list-style-type: none"> • Existing structure creates challenges: • Ice falls off roof – dangerous & damaging • Maintenance of alcoves & alleys • Lack of storage • Theater improvements (equipment, access, etc.) • Building safety and security issues (access, etc.) • Unable to use front building entrances because of youth safety concerns ▪ Physical layout of campus/terrain: <ul style="list-style-type: none"> • Adequate parking during increasing peak demand • No clearly defined “front of the house” • Outdoor way-finding signage and lighting of signs • Lack of landscaping ▪ Fitness equipment requires regular maintenance & becomes obsolete
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> ▪ Kittery athletic field master plan development ▪ New playground equipment & location 	<p style="text-align: center;"><u>Challenges</u></p> <ul style="list-style-type: none"> ▪ Financial: <ul style="list-style-type: none"> • Growth of expenses • Town budget is always “tight” • Town budget currently supports only 30% of total operating budget

Applying SWOC Analysis to Section II: Management of KCC Strategic Plan

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> ▪ KCC Staff ▪ KCC Board of Directors ▪ KCC seeks public input/feedback ▪ Community support for KCC ▪ Generates revenue to help support its operation ▪ Receives a percentage (30%) of town funding toward program & operating expenses 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> ▪ Lack of a bigger vision for the facility & campus ▪ Lack of a business plan (outgrowth of strategic plan) ▪ Financial Impacts: <ul style="list-style-type: none"> • Board understanding the budget and budgeting process • Budget constraints • Unfunded needs • Fundraising efforts • Balance between free and paid facility use • Lack of marketing budget ▪ Community unaware of KCC resources/underutilization of facility ▪ Underutilization of outdoor space ▪ Staffing shortages: <ul style="list-style-type: none"> • Custodians • Specialists
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> ▪ Implementation of KCC Strategic Plan ▪ Develop synergistic partnership within the community <ul style="list-style-type: none"> • Strengthen partnerships with schools, library, etc. to find ways to work together, share resources, etc. that maximize tax dollars, resources and prevent duplication • Partnerships with Navy and Coast Guard • Partnerships with regional arts & cultural organizations (Music Hall, Discover Portsmouth Center, etc.) • Use of facility for businesses: annual meetings, trainings, trade shows, etc. • Community service opportunities for students • Volunteer base for special projects/events ▪ Fundraising opportunities: simple to the complex/large <ul style="list-style-type: none"> • Concessions always open • Programming as fundraisers (concerts, movies, etc.) • Corporate sponsorships ▪ Kittery athletic field master plan development 	<p style="text-align: center;"><u>Challenges</u></p> <ul style="list-style-type: none"> ▪ Implementation of KCC Strategic Plan ▪ Haven't identified measures of success for the KCC ▪ Financial: <ul style="list-style-type: none"> • Growth of expenses • Growth of revenues • Town budget is always "tight" • Town budget currently supports only 30% of total operating budget • Balance between paid & free services • No fundraising plan in place • Grant environment has decreased & highly competitive • Providing competitive employment in order to recruit & retain qualified staff ▪ Maintaining staffing for optimal coverage, skill sets and coverage when absent ▪ Recruiting & retaining qualified board members & volunteers ▪ Over-reliance on volunteers ▪ Volunteers aren't always the best or most appropriate answer to accomplishing tasks ▪ Utilizing qualified board members for paid work ▪ Town Charter constraints ▪ Subset of Kittery residents not supportive of KCC ▪ Perceived competition between KCC and other organizations ▪ Unclear KCC Arts & Culture Subcommittee structure/purpose ▪ Growing audience/users ▪ Board participation at KCC events

Applying SWOC Analysis to Section III – Programs & Services of Strategic Plan

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> ▪ KCC Staff ▪ KCC Board of Directors ▪ KCC seeks public input/feedback ▪ The building/campus itself <ul style="list-style-type: none"> • Size of the campus is large • Unique facility • Multi-functional space • Space for diverse interests/activities: physical, arts, cultural, mind, body, social, etc. • Location • Regional attraction – unique niche • Proximity to Spruce Creek, Roger’s Park, town centers, high density neighborhoods ▪ Community support for KCC ▪ Has much Potential for: <ul style="list-style-type: none"> • Growth and diversity of programs/services • Development of outdoor activities ▪ Brings community together & fosters social connection/ties ▪ Broad, diverse & multi-generational appeal ▪ Programming is valued and utilized (repetition/annual/etc) ▪ Outdoor preschool classroom ▪ Indoor walking track ▪ Generates revenue to help support its operation Receives a percentage (30%) of town funding toward program & operating expenses 	<ul style="list-style-type: none"> ▪ Lack of a bigger vision for the facility & campus ▪ Financial Impacts: <ul style="list-style-type: none"> • Budget constraints • Unfunded needs ▪ Community unaware of KCC resources/underutilization ▪ Underutilization of outdoor space ▪ Fitness equipment requires regular maintenance & becomes obsolete ▪ Staffing shortages: <ul style="list-style-type: none"> • Specialists ▪ Ongoing building issues connected with age, design and rehabilitation: <ul style="list-style-type: none"> • Theater improvements (equipment, access, etc.)
<u>Opportunities</u>	<u>Challenges</u>
<ul style="list-style-type: none"> ▪ Implementation of KCC Strategic Plan ▪ Develop synergistic partnership within the community <ul style="list-style-type: none"> • Strengthen partnerships with schools, library, etc. to find ways to work together, share resources, etc. that maximize tax dollars, resources and prevent duplication • Partnerships with Navy and Coast Guard • Partnerships with regional arts & cultural organizations (Music Hall, Discover Portsmouth Center, etc.) ▪ Facility is well position to respond to/meet future needs of Kittery demographics and development ▪ Campus site development potential is high – “blank canvas” to a certain extent ▪ Proximity to trails & parks ▪ Bring public access channel 22 to the KCC ▪ Growth of Kittery makes it a “quality of life” destination <ul style="list-style-type: none"> • More people are basing where they live on available services/desirability – people are reporting the KCC as a major reason for locating in Kittery ▪ Fundraising opportunities: simple to the complex/large <ul style="list-style-type: none"> • Programming as fundraisers (concerts, movies, etc.) • Corporate sponsorships ▪ Kittery athletic field master plan development ▪ New playground equipment & location 	<ul style="list-style-type: none"> ▪ Implementation of KCC Strategic Plan ▪ Haven’t identified measures of success for the KCC ▪ Financial: <ul style="list-style-type: none"> • Growth of expenses • Growth of revenues • Town budget is always “tight” • Town budget currently supports only 30% of total operating budget • Balance between paid & free services • No fundraising plan in place • Grant environment has decreased & highly competitive ▪ Maintaining staffing for optimal coverage, skill sets and coverage when absent ▪ Recruiting & retaining qualified board members & volunteers ▪ Over-reliance on volunteers ▪ Perceived competition between KCC and other organizations ▪ Differing opinions about what to do with facility & campus opportunities/potential ▪ Unclear KCC Arts & Culture Subcommittee structure/purpose ▪ Need for fresh/creative programs ▪ Growing audience/users

KITTERY COMMUNITY CENTER



STRATEGIC WORKSHOP JANUARY 9, 2016

The purpose of this workshop is to explore the ways in which the incorporation of arts & culture can be maximized at the KCC and to identify & develop the resources and infrastructure that will make that possible.

Detailed Agenda

8:00am Welcome & Logistics [Facilitator: Steve Workman]

➤ **Introductions**

➤ **Today’s Purpose**

➤ **My role as a facilitator is to:**

- Define organization components and terms so that everyone is starting on the same page
- Help with the process and keeping time
- Observe group dynamics, underlying issues, etc. and challenge the group to work through them
- Serve as a reminder of our agreements to be fair and respectful
- Make sure everyone gets a chance to participate, and
- Record key information

➤ **Group agreements for a productive conversation...**

1. Be respectful
2. One person speaks at a time
3. Listen to one another
4. Share “air time” or step-up and then step back
5. Speak for yourself, not for others and not for an entire group (use “I” statements)
6. Seek common ground. If you disagree, consider asking a question rather than arguing to prove your point
7. It’s OK to disagree, but don’t personalize it. Stick to the issue, not the person who is disagreeing with you
8. Self-police cell phone use
9. Stick to times
10. Other agreements?



8:20am KCC BOD Business [10 minutes]

8:30am KCC Arts & Culture Spotlight [15 minutes]

Before we start to plan for the future of arts & cultural activities at the KCC it is important to take inventory of what has been accomplished.

The focus of this activity is the organization itself without regard to personal participation or judgment.

Group Brainstorm Activity: As quickly as possible and with no editorializing, the group will take turns adding one accomplishment that SEAREI has made since its incorporation. This should include organizational development, projects, collaborations, awards, etc.

8:45am Arts & Culture SWOC Analysis [45 minutes]

SWOC stands for Strengths, Weaknesses, Opportunities and Challenges (threats). This analysis is a useful preliminary step in the strategic planning process because it helps groups to develop an honest inventory of the current reality inside and outside an organization. The SWOC analysis essentially provides a stepping stone to developing a strength-

based strategic plan rather than the traditional deficiency based planning model. It helps you ask, and answer, the following questions: How do you:

- Make the most of your strengths?
- Circumvent your weaknesses?
- Capitalize on your opportunities?
- Manage your Challenges (threats)?

Group SWOC Activity

The group will take turns answering the following questions, round-robin style. The process will continue until the participants no longer have an answer to contribute. It is possible to go back and add and it is not unusual for an item to be under more than one heading.

1. What are the strengths of the KCC A&C offerings as they exist now?
2. What are the weaknesses of the KCC A&C offerings as they exist now?
3. What are the opportunities that exist for the KCC to further its A&C offerings?
4. What are the challenges that the KCC will have to overcome to be successful creating a vibrant A&C program?

9:45am Deep Discussion Questions

The following discussion topics are the core reasons why we are here today. They almost exclusively deal with developing the mechanisms/infrastructure that will be required to advance the arts and cultural opportunities at the KCC. The emphasis here is on structure not content. In other words, I will limit brainstorming/discussion about specific shows, artists, etc. unless it directly relates to building the infrastructure required to successfully offer such content.

➤ **Structure & Role of the Arts & Culture Committee**

- Committee was established by the Frisbee Revitalization Committee and predates the KCC BOD
- Committee was very instrumental in planning and fundraising of arts components of the KCC; especially the theater and gallery.
- Committee’s ongoing role has been ambiguous at times and the relationship between KCC BOD inconsistent and underutilized.
- Certain tasks such as gallery management may have exceeded the capacity of committee volunteers
- The Committee has been most focused on visual arts in recent years and very limited with regard to theater operations

Questions to Answer:

1. What should the focus of the committee be? – Visual arts? Theater management? Artist recruitment? Other?
2. Should committee volunteers be responsible for day-to-day management of things like the gallery or is that a task better suited for a paid staff person?
3. How can the communication and structure be improved between the KCC BOD, KCC Staff and the committee?
4. Other?

➤ **Role and Relationship of Harbor Light Stage, Inc. and KCC**

- The board of Kent Stephens' STAGE FORCE, which is an assumed identity of the Maine not-for-profit corporation Harbor Light Stage, Inc., has agreed to redirect the activities of the corporation to support arts & cultural programs and space at the KCC. The board of the KCC BOD has voted to accept this offer.
- As fiscal agent for KCC, Harbor Light Stage, Inc. maintains a brokerage account at Wells Fargo which is currently being drawn down to support improvements to cultural space at KCC.

Questions to Answer:

1. What role(s) will Harbor Light Stage assume in support of the KCC?
2. What is the operational structure of HLS? – Board composition, staff, etc?
3. What structures will be put in place to directly link/codify the relationship between KCC & HLS?
4. Other?

➤ **Arts & Cultural staff position**

- The concept of a paid position that focuses on the promotion and management of specific cultural activities at the KCC has been discussed for a couple of years.
- Experience to date suggests that increased use of KCC cultural spaces and the significant opportunity to expand cultural offerings in support of the KCC mission and maximized return on invested tax dollars support the concept of a paid position.

Questions to Answer:

1. What would be the primary responsibilities of this position?
2. How would this position be initially funded?
3. How would this position be sustained?
4. Who would this position report to?
5. Other?

➤ **Budget implications**

- The KCC budget includes the operation of the KCC and recreation department. Its development is the responsibility of Janice as the department head. The KCC BOD to date has played a limited role in development of the budget for a variety of reasons.
- Major infrastructure improvements are not typically included in the regular operating budget; instead those items become part of the town-wide Capital Improvements Plan (CIP). A standing committee develops the CIP and works with department heads, town manager, other staff and the Town Council.
- Typically the Town Council sets a percentage growth cap on all department budgets in order to limit increases to the tax rate. This percentage gap is based on the previous year which makes it difficult to adapt to changing conditions or expansion opportunities primarily because in most cases the budget must maintain much of the operational costs from the previous budget plus inflation.
- The challenge for the KCC is that the new center is still evolving bringing with it new opportunities, lessons learned and unanticipated expenses that could better maximize investment of tax dollars, improve operations and generate more revenue long-term.

Questions to Answer:

1. How do the ideas generated today impact the operating budget of the KCC?
2. In what ways could the KCC BOD play a more effective role in the budget process?
3. How do we better state the improvement to operations, customer experience and increase revenues that are possible with certain cost increases?
4. How does HLS, Inc. funding enter into the budget process? – Revenue to offset expenses? – Treat it like a grant?
5. Other?

➤ **Other topics as identified by the group; as time allows**

12:45pm Wrap Up – Next Steps

1:00pm Adjourn

Kittery Community Center 2020 Strategic Planning Arts & Culture January 9, 2016 Workshop Notes

The KCC Board of Directors, members of the Arts & Culture Committee and Harbor Light Stage Board of Directors convened to explore the current and future needs of the arts and culture offerings at the KCC. Participants:

KCC Board/Staff: Steve Workman, Jeff Thomson (town council rep.) *Maureen Convery, Mark Schremmer, Mike Downs, Janice Grady (KCC Director) Nancy Colbert Puff (town manager) *Jean Lincoln, Dot Avery, *Kent Stephens, Todd Henley (Recreation Supervisor)

A&C Committee: Tom Clark, *Maureen Convery, *Jean Lincoln, *Kent Stephens, Anne Kazazis, Ann Morgan, Donnajean Ahigian,

Harbor Light Stage Board: *Kent Stephens, Vance Morgan

*Denotes representation on multiple boards/committees

Facilitator: Steve Workman

KCC Arts & Culture Spotlight

Before starting to plan for the future of arts & cultural activities at the KCC participants were asked to take inventory of what has been accomplished to date using the following group brainstorming activity: As quickly as possible and with no editorializing, the group will take turns adding one art and cultural related accomplishment has happened since the KCC opened. This should include organizational development, projects, collaborations, awards, etc. The focus of this activity is the organization itself without regard to personal participation or judgment.

Participants generated the following responses:

- Star Theatre opened
- Award winning theatrical productions
- Local recognition and traction
- Theater experience improvements
- Theater poster boxes in lobby
- Morgan Gallery opened
- Added track lighting in gallery
- Many shows already held in the gallery
- Kittery Land Trust exhibit & lecture
- Thresher Memorial exhibit & lectures
- Artist lectures
- Theater Projector & screen
- Movie series
- Established facility & alcohol use policies
- Facility used for:
 - Wedding and social functions
 - Professional meetings/trainings
 - Nonprofit & community fundraisers
 - Award banquets
 - Memorial services
 - PNSY Change of Command Ceremonies
- Public Meetings (MDOT, representatives, voting, etc.)
- Concerts
- Comedy shows
- Launched lecture series
- Integrated artistic activities with the schools
- Hosted Piscataqua Arts & Culture Association (PACA)
- The Arts & Culture Committee
- Relationship with Harbor Light Stage, Inc.
- Patrick Dorrow Productions
- Threshold Stage Company
- Stage Force
- Stranger Than Fiction
- Portsmouth Music & Arts Center (PMAC)
- Van Gogh touring show
- Library programs held at KCC
- Collaboration with Kittery Art Association
- Collaboration with Greater York Region Chamber of Commerce
- 2015 Home Show

Arts & Culture SWOC Analysis

SWOC stands for Strengths, Weaknesses, Opportunities and Challenges (threats). This analysis is a useful preliminary step in the strategic planning process because it helps groups to develop an honest inventory of the current reality inside and outside an organization. The SWOC analysis essentially provides a stepping stone to developing a strength-based strategic plan rather than the traditional deficiency based planning model. It helps you ask, and answer, the following questions: How do you: Make the most of your strengths; Circumvent your weaknesses; Capitalize on your opportunities; Manage your Challenges (threats)?

The group answered the following questions, round-robin style:

1. What are the strengths of the KCC A&C offerings as they exist now?
2. What are the weaknesses of the KCC A&C offerings as they exist now?
3. What are the opportunities that exist for the KCC to further its A&C offerings?
4. What are the challenges that the KCC will have to overcome to be successful creating a vibrant A&C program?

Strengths

- KCC Board, A&C Committee & Staff
 - Todd participation in Arts & Culture Committee
 - Custodians very supportive/helpful
 - Janice listens, adapts to change, etc.
 - Open to change/new things
 - Experience and background of members
 - Dedication & passion
 - Connection to artists & organizations
 - Commitment & passion
 - Can-do attitude to make things happen at KCC
 - Seeks public input/feedback
 - Willing to consider wide diversity of programs
 - Open to new trying
 - Kent Stephens as glue and driving force behind arts & cultural component at KCC
 - Town officials built into operating structure of KCC provides good support and communication
- Effort to increase number of people using the KCC
- Arts & culture is another form of recreation
- Build it and THEY CAME!
- KCC is the role model for other communities
- Kittery is ahead of the curve/trend....Finally!!!
- Community support for KCC and arts/cultural activities
- Shows that Kittery is a vital, vibrant community
- New relationship with Harbor Light Stage will allow us to more effectively raise money
- The KCC Facility
 - Natural design of facility
 - Star Theatre is dynamic and flexible space
 - Contextualization of arts & culture within larger KCC
 - Attached to recreation components of facility
 - Only facility in ME & NH that blends arts and culture with recreation, physical fitness, etc.
 - Location in Greater Seacoast - Regional attraction
 - Onsite parking
- Transition of walls into the Morgan Gallery
- Arts & Cultural Programming (Shows, etc.)
 - Gift and resource
 - Diversity of offerings (lectures, musicals to lasers)
 - Appeal of offerings to diverse ages, interests, etc.

- Repeat attendance at different offerings
- Recognition of quality programs/shows/etc at KCC
- Recognition of school programs as an asset
- Relationship with and offerings from local artists

Weaknesses

- For some the context of the theater within the KCC is a turn-off (proximity to the gym)
- Lack of clarity for board and committee roles with regard to arts and culture at the KCC
- Communication between board, committees and staff
- Publicity/marketing improving, but more is needed
- No line item in the operating budget for arts and culture related activities expenses, but there are revenue expectations
- Need a budget line item for theater operations
- Need to show how expenses/investments in operations at KCC will yield a higher return in revenues
- Over-reliance on volunteers for logistical related work
- Lack of a dedicated marketing/promotional arm of the KCC
- Need for specialized skills
- Staff time limited to address identified needs because of existing workload
- Programming is one part of Todd's job so limited
- Demands on staff time limit ability to do "deep work"
- Communication and programming that fit the young, working parent(s) family's schedules, needs and finances
- Vitaly important to work out relationship with library and design of new library to avoid duplication and identify opportunities for shared resources, etc.
- A way to offer more of our resources to other communities to promote shared resources over the needing "our own" approach
- Limited parking during peak demand
- Website content and structure
- KCC e-list is inconsistent as not all receive e-blasts

Opportunities

- Having a representative from the school community on KCC boards and committees
- Review KCC website for improvements: A&C presence, ease of finding events, current content, etc.
- Wall space throughout facility to support arts & culture
 - Rotating murals on certain wall panels done by artists
 - Informal (non-Morgan Gallery) art displays throughout building with emphasis on community & youth visual art displays
 - Commemorative photos of past shows in the Star Theatre
- Increased collaboration with artistic organizations & artists
 - Assist as curators for shows at KCC
 - Foster a spirit of interdependence over individual interests (“rising tide floats all boats” concept)
 - Partnership/collaboration with the Music Hall especially when overflow occurs at the MH Loft
- Increased use of KCC kitchen
 - To support all shows in the theater
 - Maker Space and/or home for chefs, etc.
 - Partner with people who could help culinary start-ups
 - “Taste of” Events
- Use of East Wing (annex) space
- Town public access Channels 22 & 98 need a studio and have dedicated funding
- More arts education for youth – helps promote life-long interest in arts & culture at KCC
- Find more local artists willing to teach classes
- Increase movie series or individual showings
- Increase daytime use of the facility – what is the target audience for achieving this?
- Diversified arts & cultural offerings at KCC
- Promoting events at the KCC: e-list blasts, Twitter, Facebook, Instagram, etc.
- Half the seats in the Star Theatre are not named yet (\$200/seat)
- Establish a subsidized ticket program to make access to arts and cultural events possible for all

Challenges

- Duplication of similar facilities in surrounding communities raises sustainability issues for each individual facility
- Seacoast becoming culturally over-built creating competition for content, audiences, funding and willingness to travel throughout the region
- Each artistic organization seems to want its own identity and space making collaboration difficult
- Some residents view KCC as a drain on taxes
- Some residents do not feel a connection to the KCC and/or see the need for it
- Striking an appropriate balance between revenue increases and expenses to effectively operate the KCC and in context with other competing needs (school and the rest of the municipal budget)
- The common misconception that the KCC was to be (by mandate) self-sustaining
- Communication with schools regarding facility use, availability and programming
- Accessing/attracting the young, married family demographic against the backdrop of their limited money, time and communication preferences
- Capacity of the KCC to meet the diverse needs and desires of the community at large

Deep Discussion Questions

The next segment of the workshop focused almost exclusively on developing the mechanisms/infrastructure that will be required to advance the arts and cultural opportunities at the KCC. Four discussion topics were identified: Structure and Role of the Arts & Culture Committee; Role and Relationship with Harbor Light Stage and the KCC; Arts & Cultural Staff Position; and Budget Implications Related to Arts & Culture at KCC. Discussion was allowed to flow freely across the discussion topics as they often were inter-related. While some discussion around budget implications occurred there was not enough time to thoroughly address the topic. The following are summary points captured during the discussion that have been organized under topics to make it easier to follow what transpired during the workshop.

Harbor Light Stage, Inc.

Kent updated the group on the transition of HLS from being Stage Force focused to serving in a fundraising capacity to support arts & culture activities at the KCC:

- Trying to organize the first meeting of the new Board in late January
- HLS might adopt an assumed name
- HLS to function as “Gringott’s Wizarding Bank” or the “Iron Bank of Braavos”
 - Independent 501(c)3
 - No direct connection/report with the town
 - HLS BOD will establish funding priorities based on KCC requests
- The KCC BOD chair will serve as an ex-officio on the HLS BOD
- HLS will do grant writing as needed
- HLS will accept donations to support KCC
- Ongoing operating support is difficult, but capacity building grants are easier to secure

The KCC Board and the HLS Board will formerly work out a memorandum of understanding that outlines the relationship, rights, and responsibilities as the organizational development work proceeds

General Comments

- Broad topic of arts and culture at the KCC needs to be comprehensive and involve all boards and committees
- Board and committee members serve as KCC ambassadors and public relation touch points
- Board & committee members have connections in different sectors which should be used to help with KCC mission
- Bulk of the A&C Committee’s work has been on the Morgan Gallery
- Should the A&C be refocused to visual arts?
- Specialization should be based on experience and connections
- Board & committee members should provide program and services recommendations to KCC staff
- The Hyannis Youth & Community Center on Cape Cod is similar to KCC which was featured on Chronicle might be a good contact to see how they work (does not include a theater). They do appear to have a dedicated marketing arm.
- Potential of theater and gallery being limited by funding and staffing
- What are the measures of success at the KCC?
- Empty space ok or need to be at full capacity all the time?
- Do strengths take space from weaker components?
- Paid verse free programs, services?
- Balance of ticketed events and free or pay-what-you-can in the use mix (borrowing some from the Prescott Park model)
- Allocate equal space for program mission components
- Sufficient diversity to draw diverse citizenry: it can’t all be “World Council” lectures, or parents of performing arts students wanting to see their kids on stage;
- Who are we not reaching and what programming do they want/need?
- Communications about what is available, when, for whom is huge: we are still laboring under a lack of widespread familiarity with this great resource in the community - probably our biggest challenge
- Arts and culture have intrinsic value for a community; they don't need to justify their right to exist.
- Arts and culture events unite a community and create collective identity, pride, and joy, they bring people together in the flesh and in so doing build the music of human empathy, they attract consumers from outside the community who enrich it as visitors and they make the place a more attractive and enriching place to live, thereby attracting new residents and taxpayers.

Benchmarks of Success for the Star Theatre

A preliminary discussion took place about what benchmarks would indicate success of the Star Theatre. It was acknowledged that the Star had achieved a level of success, but also that individuals had different opinions of what constituted optimal success, etc. It was agreed that evaluation and measurement was critical to the successful operation of the Star (and whole facility) and that this needed to be further studied by the KCC Board.

The following were identified as possible indicators of success:

- Diverse programming: spoken word, music, drama, etc.
- The number of seats filled at shows
- Number of days the theater is being used for its primary purpose
- Self sustaining
- Percent of Kittery residents that attend a performance
- Number of offerings in a year
- KCC acknowledged as center of community life

Proposed KCC Arts & Cultural Staff Position

- Applicant needs to have arts and culture background/experience
- Applicant needs to be savvy and experienced in marketing and promotion
- Focus of position would be on curating, promotion, logistics of:
 - Lectures
 - Concerts
 - Performances
 - Movies
 - Art Shows
- KCC BOD not blind to the cost of such a position, but aware of the value it would bring
- Position would be part-time to start
- Supervision would be responsibility of KCC Director, but would work with the KCC BOD and A&C committee(s)

Re-organization of the Arts & Culture Committee(s)

Based on discussion to this point it was broadly accepted that the use and structure of KCC committees could be more strategic and focused. Within the broad category of arts and culture the group saw the potential of multiple committees some of which may prove to be ad hoc/short term and others long term. It was noted that the operation of the theater was particularly complex and involved a host of organizations, technical expertise and variables that exceeded the capacity of the Arts & Culture Committee as it exists to date. All committees are established as committees of the KCC Board and serve at its pleasure and under its guidance.

The following changes were agreed to and will be sent to the KCC Board for further development and implementation over the coming months:

Visual Arts Committee

- It was decided that the current Arts & Culture Committee would be restructured as the Visual Arts Committee. This better reflects the work it already does and the majority of the expertise of the existing members.
- The KCC BOD will develop a more specific charge as well as operating policies, etc. in the coming months

- It was acknowledged that this change will likely create a transition period where current A&CC members re-evaluate their role and/or participation on the new visual arts committee.
- Responsibilities of the new committee would include:
 - Oversee the Morgan Gallery
 - Oversee the proposed mural painting project in the facility
 - Oversee other identify art display spaces in the facility
 - Visual arts education/classes
 - Collaboration with other art organizations
 - Special projects
 - Measure art show success and artist feedback
 - Gather data related to the various art projects/services

Performing Arts

- It was decided that a committee was not currently necessary to support the operation of the theater, but that periodic meetings of theater users, production companies, etc. would be helpful and will be convened by the KCC BOD.
- Existing staff, Board oversight and other stakeholders would continue to serve the purpose that a committee would have
- The above does not limit input related to the theater or performing arts at KCC by anyone whether on a board, committee or otherwise.

Other Cultural Activities

It was decided that ad hoc committees should be established around different initiatives as needed and when there is sufficient energy to move forward. For example, it was noted that a committee focused on food and use of the Kitchen could be useful and could umbrella initiatives such as maker space, community garden, adult education cooking classes, etc.

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TOWN OF KITTERY

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REPORT TO TOWN COUNCIL

Meeting Date: November 25, 2019
From: Kendra Amaral, Town Manager
CC: Housing Working Group
Subject: Due Diligence – Affordable Housing Feasibility at Cole Street
Councilor Sponsor: Vice Chair Matt Brock

The Town Council requested, at its Workshop on January 14, 2019, the Housing Working Group investigate the possibility of using the old Recreation Center site at Cole Street for an affordable housing project. Below are the results of the due diligence conducted in response to that request.

EXECUTIVE SUMMARY

The Town of Kittery's Comprehensive Plan identifies the need for affordable housing for younger single-person and family households, as well as the growing senior population, to maintain the Town's workforce, stimulate economic development, and support individuals living in Kittery throughout their lifecycle.

The Housing Working Group (HWG) is committed to advancing the Comp Plan goal of increasing the availability of affordable housing in Kittery. In addition to proposing affordable housing zoning, the HWG also is committed to identifying appropriate sites for affordable housing developments.

The Cole Street site has a number of beneficial characteristics for an affordable housing project. However, the current deed restriction serves as a significant barrier to making a project happen in the short term. In light of this, the Housing Working Group does not recommend actively pursuing this site for an affordable housing project at this time.

The HWG is focusing on developing zoning amendment proposals to incentivize affordable housing along the Mall Road and Bypass. Various properties on these key corridors may be considered for redevelopment in the near future. Having zoning that advances the town's affordable housing goals for these areas, will be key to capitalizing on the future redevelopment opportunities.

BACKGROUND

On January 14, 2019, the HWG presented to the Council a report on its workforce housing charrette, conducted with the Seacoast Workforce Housing Coalition.

The charrette focused on the Walker Fire Station location as a possible site for an affordable housing project and engaged a great deal of volunteers and residents in considering how an affordable housing project may work on that site and in Kittery generally. For more information about the charrette and the report, please visit kitteryme.gov and look for Inclusionary/Workforce Housing on the Projects Tab.

The report was presented to the Council in a workshop format. At that workshop, members of the Council suggested the Cole Street site may be a better location for affordable housing. The Cole Street parcel contains the old Recreation building, Emery Field and Emery Field park. To note, the original suggestion proposed reusing the old Recreation building. This was not deemed to be feasible given the amount of reconstruction, remediation, and alteration needed to the building.

At the conclusion of the workshop, the Council directed the Town Manager to work with Vice Chairperson Brock and the Housing Working Group, to evaluate the Cole Street site as a candidate for an affordable housing project.

ANALYSIS PARAMETERS

The analysis focused on the portion of land currently occupied by the old Recreation building. In considering the site, the following were considered to be limiting parameters and not up for consideration:

- The majority of the parcel will remain recreational space.
- A phase 2 project for Emery Field will still be pursued and must still include:
 - o Adequate parking to support the new playing field
 - o Additional passive and active recreational opportunities
 - o Completion of the walking path

The due diligence analysis focused on a few specific questions. For all of these, the “site” is the limited section of the parcel generally containing the old recreation building (see Image A):

- 1) How does the existing deed impact or limit the ability to build an affordable housing project?
- 2) How does the recreation space designation from the Land and Water Conservation Fund impact or limit the ability to build an affordable housing project?
- 3) Does the current zoning ordinance support an affordable housing project?
- 4) Is the site large enough to support an affordable housing project?

Town Attorney Duncan McEachern was asked to opine on the deed and associated restrictions, and Richard Shaney, of Drummond and Woodsum was sought to opine on whether a project could be pursued within the confines of the deed restriction. The Town staff also worked with Weston and Sampson, the project engineers for Emery Field park, to gather details about the Emery Field Phase 2 design and the impacts on the site. Finally, the Town utilized the expertise of Community Housing of Maine to assess the viability of an affordable project on the site.

The due diligence did not address the policy position of the Kittery Town Council. It also did not include analysis of the public sentiment, political will, or neighborhood support/opposition to such a project. It is recognized that these are equally critical factors in making an affordable housing project succeed on the site. The directive from the Council was to determine the logistical opportunities and limitations not political or policy will.

DEED

The Town invested a great deal of effort in resolving issues related to the deed for Cole Street in 2000. At that time, the Town was looking to expand the Recreation building on the parcel. The deed, given by the Public Housing Administration to the Town on March 3, 1949, does contain a restriction requiring that the land be used for “public use and for no other use or purpose whatsoever”.

This was in place when the Town turned over the land to the Wallingford-Harris American Legion Post in June of 1949. It remained in place when the land was abandoned by the American Legion. (see attached Town Attorney opinion)

It is often found that affordable housing is a “public benefit”, so additional analysis was done to determine if “public use” could be seen as synonymous with public benefit. The Town engaged an attorney with extensive affordable housing expertise in Maine, Attorney Richard Shaney of Drummond and Woodsum, to provide additional information. He opined that “public good” and “public use” in some cases may be considered compatible, but the restriction would not be seen as synonymous by an investor or lender financing an affordable housing project. The Town may be able to make an argument that it is for public use, if the Town intended to build and operate the housing a Town function.

Attorney Shaney concluded that relief or revision of the deed restriction would be necessary to pursue an affordable housing project funded and operated by a private or non-profit entity.

The successor of interest for the deed restriction is the United States Department of Housing and Urban Development (HUD). (see attached Attorney Shaney opinion). Given HUD’s mission, obtaining such relief might be an achievable goal, but the outcome would be uncertain.

Conclusion: The deed restriction effectively prohibits the use of the site for an affordable housing developed and operated by a private or non-profit entity, because it is not for “public use”. The Town could work with HUD and the Legislative Delegation, to seek relief from the deed restriction, in the form of removal or modification of the restriction.

RECREATIONAL SPACE DESIGN

The Land and Water Conservation Fund (LWCF) has awarded two grants to the Town, totaling approximately \$202,000 in federal funds, to build, maintain, and enhance the parcel for

recreational uses. The most recent grant was in 2016, for Emery Field which included the construction of a multipurpose playing field and perimeter walking path, for \$187,000.

The Town has also applied for an additional grant, for \$300,000, to build out Phase 2 of Emery Field Park, including the installation of a new playground and courts, enhanced parking, and the completion of the perimeter walking path.

With funding from LWCF comes restrictions on the land. Specifically, these restrictions state, in part, “The Facilities shall at all times be used exclusively for public outdoor recreation”. Douglas Beck, Outdoor Recreation Supervisor and our LWCF grant administrator, advised that this requirement can be released, if the Town creates recreational space of equal or greater value to the recreational space being repurposed, elsewhere in Kittery. The “value” does not pertain specifically to the arms-length sale land value, but the recreational value. LWCF serves as the deciding entity relative to what new recreational space is of equal or greater value.

The Town is looking at the potential future use of the Taylor building among other public land in town. The incorporation of a park in the Foreside could be a valuable alternative. It would require the designation of land, and investment in the buildout of a park.

Conclusion: The LWCF grant agreements require the site to be used for recreational purposes. The requirements can be modified or released if the Town creates new recreational space of equal or greater value elsewhere in Town.

ZONING

The site is in the Residential Village (R-V) zoning district. The purpose statement for this zone (Title 16.3) states:

The purpose of the Residential – Village R-V Zone is to recognize the special nature of the Admiralty Village neighborhood as a densely developed residential zone composed primarily of affordable housing on small lots serviced by sewer and water and to encourage reinvestment in maintaining and upgrading the neighborhood. Consistent with this goal, the zone provides for uses that reinforce the residential character and establish building standards that allow improvements on typical lots to enhance the residential quality of life in the neighborhood.

Permitted uses include single family and duplex dwellings, and modular homes. It does not allow for multi-family housing (in excess of two units) as permitted or special exception uses. The zone requires 4,000 square feet of land per dwelling unit.

The zone limits maximum structure coverage (primary and accessory buildings, etc.) to 40% of the lot, and maximum building coverage to 20% of the lot. Maximum building height is 35 feet. Title 16.8 Design and Performance Standards for Built Environment requires two off-street parking spaces per unit (1:2 ratio).

The Housing Working group is developing zoning revisions for a number of zones throughout town that would better support affordable housing. These revisions include increasing net

residential density and available lot coverage, reducing required parking spaces per unit, among other factors.

Conclusion: Current zoning requirements for the R-V zone are not conducive to a viable affordable housing project. Relief or revisions from lot coverage, density, height and parking requirements would be necessary to make an affordable housing project financially feasible on the site.

AFFORDABLE HOUSING PROJECT VIABILITY

The site being considered is approximately 0.45 acres and represents the “elbow” of Emery Field Park. The site fronts Cole Street and Mason Avenue and contains a significant sloping feature on the south/southwest side. The site also contains wetlands.

The Town asked Community Housing of Maine (CHoM) to do a brief evaluation, looking strictly at the available space and the viability of the site as a Low Income Tax Credit (LITC) project; which has specific requirements and points for various features. LITC is an important funding resource used to make affordable projects financially viable for the developer/builder.

In the evaluation, the Town learned that it is rare for a LITC project to be approved with less than 28 units, or to be approved in remote locations. Kittery’s socio-economic demographics and location suggest an application for a LITC project would be competitive. The site is also expected to score well for LITC due to its proximity to services and jobs and its walkability.

CHoM determined the available upland could allow for up to 36 units, in two-story structure(s). The units would be primarily studios and one-bedroom. The analysis was based on a 100% affordable project, meaning all units would be affordable, based on certain income limitations.

The number of units would need to be reduced if family housing was pursued, which requires two or more bedrooms. There would be some anticipated disturbance of the wetlands, but well within the “less than 1,500 square feet” threshold the Army Corp of Engineers considers acceptable.

There is not sufficient space to fit a two-story project with parking to meet the 1:2 ratio (units to parking spaces) currently required in Title 16. Even if the parking requirement was reduced to a 1:1 ratio (typically deemed acceptable for a project of this nature), it would still be challenging to fit a sufficiently sized project and the required parking on the site.

The project as described above did not undergo a full zoning analysis. Funding was not allocated to design the project, and only through a design effort would it be possible to analyze a project relative to specific zoning requirements and limitations.

CHoM did some rough financial analysis as well. Their analysis had to anticipate the Town considering one or more the following accommodating steps to make the project financially feasible:

- a) Donate the land or provide a no-cost long-term lease
- b) Raze the existing building at the Town's cost
- c) Enter into a PILOT or other tax relief plan to offset the annual property tax assessments

Conclusion: The site has the potential to fit a viable LITC affordable housing project, if the Town is willing to provide certain financial incentives and if zoning regulations are revised or relief is given on permitted uses, building height, net residential density, and parking requirements for the site.

DUE DILIGENCE CONCLUSION

An affordable project at the Cole Street site could be possible if effort is made to resolve the identified hurdles.

The site's proximity to services, employment and transportation make it viable for LITC, and important federal funding tool for such projects. The site is in a historically dense neighborhood, developed specifically to provide affordable housing options for veterans, servicemembers, and shipyard workers.

The following steps would be required, if the Town were to pursue a project at Cole Street:

- Work with HUD to revise or remove the deed restriction. This would require coordination with the legislative delegation and likely state support.
- Identify and invest in developing a recreational space at a location of equal or greater value to satisfy the LWCF requirements. This has a financial impact not currently planned for in the Town's capital improvement plan.
- Revise the zoning to address lot coverage, net-residential density limitations, height limitations, and parking requirements, to be more in line with affordable housing projects. This would require revisions to Title 16.
- Provide financial incentives to make the projects pro forma work, such as donating or leasing the land at no cost, and/or prepping the site.

The HWG does not recommend advancing on the site at this time, due primarily to the deed restriction and its limitations on a project.

The HWG is focusing on developing proposed zoning amendments to incentivize affordable housing along the Mall Road and Bypass. It will also look at other potential town properties for viability as an affordable housing site.

July 31, 2019

Ms. Kendra Amaral
Kittery Town Manager
200 Rogers Road
Kittery, ME 03904

Re: Emery Field
American Legion to the Town of Kittery

Kendra:

You have asked for a legal opinion on the status of Emery Field and specifically whether there exist deed restrictions resulting from deed transfers between the Town and the American Legion.

My response follows:

Brief Background of Emery Field

By deed dated March 3, 1949 and duly recorded at the time, the federal government, acting through the Public Housing Administration, conveyed real property to the Town of Kittery "constituting a portion of War Housing Project ... commonly known as "Admiralty Village." Included within that conveyance was the property described as:

(6) Lot #140 consisting of 5.33 acres, more or less, as shown on said "Amended Plan of Admiralty Village," including the Community Building and all other improvements thereon.

McEACHERN & THORNHILL
Attorneys at Law

Ms. Kendra Amaral
Kittery Town Manager
Re: Emery Field
July 31, 2019
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Lot #140 was later dedicated as the "Emery Field."¹ The deed from the federal government to the Town contained the express restrictive covenant that Lot #140 was granted to the Town:

TO HAVE AND TO HOLD, the said properties
unto the said Town of Kittery, its successors
and assigns forever, as and for public use,
and for no other use or purpose whatsoever,
. . .²
[Emphasis added]

Despite the permanent restrictive covenant in the Town's deed requiring that Lot #140 was to be utilized "as and for public use, and for no other use or purpose whatsoever," on June 9, 1949, the Kittery Board of Selectmen deeded Lot #140 to

¹In May of 1977, it was unanimously resolved by the Kittery Town Council "that the recreation area of the Community Center of Kittery be forever known as the KENNETH R. EMERY MEMORIAL FIELD" in recognition that he had "served the Community of Kittery faithfully for many years as a Town Employee of the Highway Department" and that "his service to the Community went well above and beyond the call of duty in providing in many ways for the recreation of the young and not so young."

²The government's deed also contained some governmental mineral reservations that are not significant to this opinion.

McEACHERN & THORNHILL
Attorneys at Law

Ms. Kendra Amaral
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the Wallingford-Harris Post No. 89 American Legion of said
Kittery," with the following deed language:

A certain lot or parcel of land with
the buildings thereon situate in Admiralty
Village, so called, in said Kittery and
being Lot numbered 140 on Plan of Admiralty
Village as filed in the Registry of Deeds of
York County to which plan reference is made
for more specific description of said
property.

This deed was recorded in the York County Registry of Deeds in
Book 1142, Page 1414.

Some years after the Town's deed to the Wallingford-Harris
Post No. 89 American Legion, Post No. 89 ceased to function. The
property was vacated and basically abandoned by the American
Legion. Thereafter, in the early 1970's, the Town undertook
renovations to the building formerly occupied by post No. 89 and
began using the property as Kittery's Recreational Center.

In 1983, the Town, through the Highway Commissioner, applied
to the Bureau of Parks and Recreation for a grant from the
Federal Land and Water Conservation Fund to correct some drainage

McEACHERN & THORNHILL
Attorneys at Law

Ms. Kendra Amaral
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issues at Emery Field. The funds were received and that work took place over the next few years.³

Around 2000 when the Town was beginning to consider plans for enlarging the existing recreation facility at Emery Field or building a new Recreation Facility there or in some other area of Town, the title status of the Emery Field in light of the 1949 deed to the American Legion was raised. I concluded at the time that the deed from the Town to the American Legion violated the restrictive covenant in the 1949 deed.

I was eventually able to resolve the title issue by dealing with the Adjutant of the American Legion Department of Maine. This ultimately resulted in the Town receiving a Release Deed from the American Legion Department of Maine, as successor in interest to the Wallingford-Harris Post No. 89 American Legion, conveying back to the Town any interest Wallingford-Harris Post

³The receipt of these funds and any attaching restrictions became an issue when the Recreation Department was considering the possibility of constructing a new Recreational facility at the Emery Field location.

McEACHERN & THORNHILL
Attorneys at Law

Ms. Kendra Amaral
Kittery Town Manager
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No. 89 acquired in Emery Field including the then functioning Kittery Recreational Center structure located on Lot #140.

The deed from the American Legion to the Town of Lot #140 took place in October, 2000 with the deed duly recorded in the York County Registry of Deeds, Book 10263, Page 178.

Conclusion
Current Ownership and Imposed
Conditions on Emery Field

It is my opinion that Emery Field currently remains the property of the Town. At this time, the American Legion has no title interest in Emery Field. However, the Town's title still remains subject to the 1949 restrictive covenant imposed upon this property by the Federal Government, namely, that Lot #140 must be used by the Town "as and for public use, and for no other use or purpose whatsoever."⁴

⁴This opinion considers only the restrictions on the use by the Town of Lot #140 arising from the government's 1949 deed. I have not considered any issues or facts as they may or may not exist arising out of Town, State, or Federal land use, zoning, or other regulations or restrictions that may in any way affect the Town's use of the property.

McEACHERN & THORNHILL
Attorneys at Law

Ms. Kendra Amaral
Kittery Town Manager
Re: Emery Field
July 31, 2019
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Should you have any questions with what I have set forth above or wish to discuss this matter in further detail with me, just let me know.

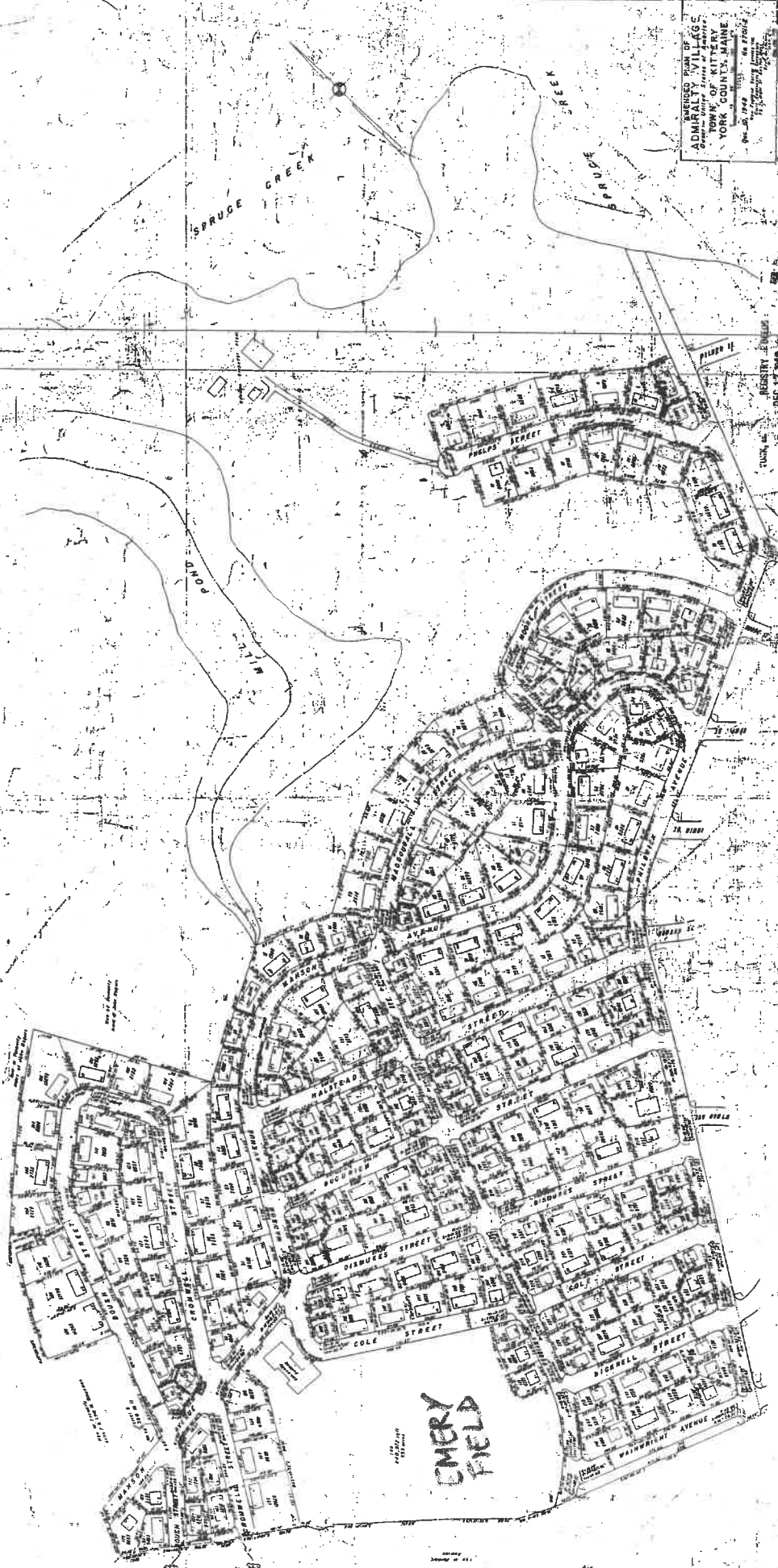


Duncan A. McEachern

DAMcE/cn

\\TOK-LTRS\EmeryField.opn

UNINCORPORATED PART OF
ADMIRALTY VILLAGE
City of New York
YORK COUNTY, N.Y.
Map No. 1248
1938



THIS MAP IS A REPRINT
REPRODUCED FROM THE ORIGINAL
DATE OF ORIGINAL PUBLICATION



6

Page 314

Book 1142

Know all Men by these Presents,

That The Inhabitants of the Town of Kittery in the County of York and State of Maine

in consideration of one dollar and other valuable considerations

paid by Wallingford-Harris Post No. 89 American Legion of said Kittery

the receipt whereof WE do hereby acknowledge, do hereby remise, release, bargain, sell and convey and forever quit-claim unto the said Wallingford-Harris Post No. 89 American Legion, its successors and assigns forever,

A certain lot or parcel of land with the buildings thereon situate in Admiralty Village, so called, in said Kittery and being Lot numbered 140 on Plan of Admiralty Village as filed in the Registry of Deeds of York County to which plan reference is made for more specific description of said property.

Being a part of the same premises conveyed to the Inhabitants of the Town of Kittery by Federal Public Housing Administration by deed dated March 3, 1949 and recorded in York County Registry of Deeds, Book 1135, Page 347.

to have and to hold the same, together with all the privileges and appurtenances thereunto belonging to the said Wallingford-Harris Post No. 89 American Legion its successors

And ~~we~~ do covenant with the said Grantee and its ~~heirs~~ and assigns forever. ~~they~~ will warrant and forever defend the premises to the said Grantee, its successors and assigns forever, against the lawful claims and demands of all persons claiming by, through or under ~~us~~. said

In Witness Whereof, the said Inhabitants of Kittery have caused this instrument to be signed and sealed for and in their behalf by Carroll H. Sterling, Joseph W. Cutts and William E. Dennett, Board of Selectmen of the Town of Kittery thereunto duly authorized at a Special Town Meeting duly called and held on the 22nd day of April, 1949

~~have hereunto set~~ this ninth day of June year of our Lord one thousand nine hundred and forty-nine.

Signed, Sealed and Delivered in presence of

()
Carroll H. Sterling
Joseph W. Cutts
William E. Dennett

State of Maine, York ss. July 1, 1949.

the above named Carroll H. Sterling, Joseph W. Cutts and William E. Dennett, personally appeared and acknowledged the above instrument to be their free act and deed.

BEFORE ME, Burnell E. Frisbee Justice of the Peace.

Recorded according to the original received. February 28, 1950 at 1h. P.M.

047158

RELEASE DEED

THE AMERICAN LEGION, DEPARTMENT OF MAINE, of Waterville, County of Kennebec and State of Maine, with a principal address of P. O. Box 900, Waterville, Maine 04903, for consideration paid, hereby releases to THE INHABITANTS OF THE TOWN OF KITTERY, a municipal corporation, of Kittery, County of York and State of Maine, with a principal address of P. O. Box 808, Kittery, Maine 03904, its successors and assigns, all interest in and to the real estate situated in Kittery, York County, Maine, more particularly described as follows:

A certain lot or parcel of land, with the buildings thereon, situate in Admiralty Village, so-called, in the Town of Kittery, and being Lot No. 140 on the Plan of Admiralty Village as filed in the Registry of Deeds of York County on December 17, 1948 and duly recorded in Plan Book 22, Page 38, to which Plan reference is made for a more specific description of said property.

The above-described premises is the same conveyed by the United States of America to The Inhabitants of the Town of Kittery and the same as described in the Quitclaim Deed of the Inhabitants of the Town of Kittery to the Wallingford-Harris Post No. 89 American Legion dated June 9, 1949 and duly recorded in the York County Registry of Deeds at Book 1142, Page 314.

Meaning and intending to release the Grantor's interest in the above-described premises as successor in interest to the Wallingford-Harris Post No. 89 American Legion.

IN WITNESS WHEREOF, the said The American Legion, Department of Maine, has caused this instrument to be signed by Ronald A. Sailor, Department Adjutant, duly authorized in his said capacity, this ~~FOURTH~~ day of ~~June~~, 2000.

OCTOBER

THE AMERICAN LEGION,
DEPARTMENT OF MAINE

Jennifer E. McLeur
Witness

By: *Ronald A. Sailor*
Ronald A. Sailor
Department Adjutant

NO R.E. TRANSFER TAX PAID

STATE OF MAINE
KENNEBEC, ss.

CD
June ~~10~~ 4, 2000

Personally appeared the above-named RONALD A. SAILOR,
Department Adjutant, The American Legion, Department of Maine, who
signed and acknowledged the foregoing instrument to be his duly
authorized free act and deed in his said capacity and the free act
and deed of The American Legion, Department of Maine,

Before me,

Monica C Towne

Notary Public

MONICA C. TOWNE

Name:

Notary Public, Maine

My Commission Expires April 9, 2005

My commission expires:

REVAmlLeg.Rel

McEachern & Thornhill
10 Walker Street
P. O. Box 360
Kittery, ME 03904-0360

TOK 18161



RECEIVED YORK S S.

2000 OCT 13 P12:02

ATTEST: *Louis M. Chase*

REGISTER OF DEEDS

277



Town of Kittery, Maine

P. O. Box 303

Kittery, Maine 03904

OFFICE OF MANAGER

RESOLUTION

WHEREAS, KENNETH R. EMERY served the Community of Kittery faithfully for many years as a Town Employee of the Highway Department; and

WHEREAS, his service to the community went above and beyond the call of duty in providing in many ways for the recreation of the young and not so young; and

WHEREAS, the beauty and orderliness of this community was always his concern in love; and

WHEREAS, by his death on May 15, 1977, his endeavors and concern will be sorely missed by many people of Kittery;

BE IT THEREFORE HIGHLY RESOLVED that the recreation area at the Community Center of Kittery be forever known as the

KENNETH R. EMERY MEMORIAL FIELD; and

BE IT FURTHER HIGHLY RESOLVED that this action by the Town Council of Kittery become effective IN MEMORIAL on MEMORIAL DAY, THE THIRTIETH DAY IN THE MONTH OF MAY IN THE YEAR OF OUR LORD NINETEEN HUNDRED AND SEVENTY-SEVEN.

By Official Vote of the KITTERY TOWN COUNCIL on May 23, 1977.

Robert W. Young
Robert W. Young, Chairman

William R. Baran
Rev. William R. Baran

Walter S. Jackson
Walter S. Jackson

Ernest C. Maby
Ernest C. Maby

Manuel P. Sousa
Manuel P. Sousa

James A. Taylor
James A. Taylor

Jeffrey D. Thomson
Jeffrey D. Thomson

November 6, 2019

Kendra Amaral
Town Manager
Town of Kittery
200 Rogers Road
Kittery, Maine 03904

Re: Emery Field, Cole Street, Kittery

Dear Kendra:

This letter follows up on our conversations regarding the use restriction encumbering the Emery Field property on Cole Street owned by the Town of Kittery (the “Property”) and described in a Deed from the United States of America, acting by and through the Public Housing Administration, to the Town, dated March 3, 1949, and recorded in the York County Registry of Deeds 1135, Page 347 (the “1949 Deed”), a copy of which is attached as Schedule A. The penultimate paragraph of the 1949 Deed states, in part, that the conveyance of the Property was made “. . . as and for public use, and for no other use or purpose whatsoever . . . “ (the “Use Restriction”). We understand that the Property is being considered as a possible site for an affordable housing project and that the Town would like our advice regarding the implication of the Use Restriction on such a use.

In preparing this letter, we have reviewed the 1949 Deed and the so-called “Reorganization Plan No. 3 of 1947” referred to therein (the “1947 Plan”), a copy of which is attached as Schedule B, as well as an opinion of Attorney Duncan A. McEachern of the firm of McEachern & Thornhill to you dated July 31, 2019, in which Attorney McEachern provides background with respect to the Property and his conclusion that the Property continues to be owned by the Town and remains subject to the Use Restriction. We have relied upon the status of title to the Property as set forth in Attorney McEachern’s opinion and have not undertaken any independent title research with respect thereto.

We have not undertaken any research regarding the basis for the imposition of the Use Restriction on the Property by the United States of America, nor the enforceability of the Use Restriction, and have assumed that the Use Restriction is enforceable, presumably by the Department of Housing and Urban Development (“HUD”), which we understand to be the successor to the Public Housing Administration. Should the Town wish to consider challenging the enforceability of the Use Restriction, then we can undertake that research. Absent such a challenge, however, we believe that the Use Restriction needs to be considered in light of the practical reality of the development of the Property as an affordable housing project.

Kendra Amaral
Town Manager, Town of Kittery
November 6, 2019
Page 2

The 1949 Deed provides no guidance as to what constitutes a “public use”. One would assume, however, that the use of the Property by the Town for purposes such as a park, a playground, a municipal facility such as a fire station or police station, or any other use that would be reasonably seen as benefiting the public, would be considered a “public use.” An affordable housing project that addresses a shortage of such housing might also arguably fall within the category of a “public use”. In that regard, the 1947 Plan appeared aimed precisely at the effort to provide “adequate housing”. In President Truman’s transmittal of the Plan to Congress, he stated, among other things:

The provision of adequate housing will remain a major national objective throughout the next decade. The primary responsibility for meeting housing needs rests, and must continue to rest, with private industry, as I have stated on other occasions, The Federal Government, however, has an important role to play in stimulating and facilitating home construction.

and

In my message of January 6 on the state of the Union, I recommended legislation establishing certain additional programs to help to alleviate the housing shortage and achieve our national objective of a decent home and a suitable living environment for every American family.

It would seem, therefore, that the use of the property for an affordable housing project to alleviate a shortage of such housing would be considered a “public use” as contemplated in the 1947 Plan at the time the Property was conveyed to the Town.

As a practical matter, however, the development of the Property as an affordable housing project will require the investment of significant funds. On the assumption that such a development would be undertaken by a private developer who would lease the Property from the Town or perhaps acquire ownership of the Property from the Town, it is highly unlikely that any such developer, or a lender financing such a development, would be willing to invest funds in the project knowing that there exists the possibility that such a use might be challenged by the United States of America.

One possible solution would be to seek title insurance coverage affirmatively insuring over a challenge by the United States of America that such a use as an affordable housing project violates the Use Restriction. That coverage might read as follows:

Notwithstanding anything to the contrary contained in this Policy, the company hereby affirmatively insures the Insured against all loss or damage, including costs, attorney’s fees and expenses as provided in the insuring provisions hereof, which the Insured may sustain as a result of (a) the enforcement or attempted enforcement of the use restriction set forth in Deed of the premises insured herein from the United States of America, acting by and through the Public Housing Administration, to the Town of Kittery, dated March 3, 1949, and recorded in the

Kendra Amaral
Town Manager, Town of Kittery
November 6, 2019
Page 3

York County Registry of Deeds 1135, Page 347, or (b) any action or proceeding for an award of damages for an alleged breach of said use restriction, or (c) as a result of a claim of unmarketability of title to the premises insured herein based on an assertion that said use restriction remains operable and enforceable.

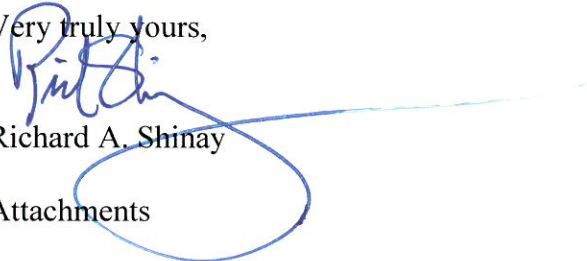
We believe, however, that obtaining such coverage will be difficult under the circumstances.

Alternatively, the Town could explore the possible modification or outright elimination of the Use Restriction with HUD that would permit the use of the Property for an affordable housing project. The outcome of such an effort, however, is uncertain.

I trust this letter is responsive to your request for advice on this situation.

With best regards.

Very truly yours,



Richard A. Shinay

Attachments

cc: Amy K. Tchao, Esq.

Schedule A

in the York County Registry of Deeds, Plan Book B, Page 37. Being the same premises conveyed by A. H. Chapman Land Co. to George John Lewis by deed dated July 30, 1924 and recorded in said Registry, Book 730, Page 409, the above grantee being the widow of said George John Lewis and the above grantors all of the heirs-at-law of said George John Lewis with the exception of a son, Clarence Lewis.

To have and to hold the same, together with all the privileges and appurtenances thereunto belonging, to the said Laurette Lewis her Heirs and Assigns forever.

And we do covenant with the said Grantee, her Heirs and Assigns, that we will warrant and forever defend the premises to her the said Grantee, her Heirs and Assigns forever, against the lawful claims and demands of all persons claiming by, through or under us.

In Witness Whereof, We, the said Blanche DuBois, Rose Eva Caouette and Alcide Caouette husband of the said Rose Eva Caouette; Arthur Joseph Lewis and Yolande Lewis wife of the said Arthur Joseph Lewis, and Isabella Chretien and Albert A. Chretien husband of the said Isabella Chretien joining in this deed as Grantors, and relinquishing and conveying our rights by descent and all other rights in the above described premises, have hereunto set our hands and seals this 10th day of June in the year of our Lord one thousand nine hundred and forty-nine.

Signed, Sealed and Delivered in presence of

Jane Barnett

T. B. Walker
Eleanor I. Davis
Eleanor I. Davis
T. B. Walker
T. B. Walker

Blanche Dubois

Rose Eva Caouette
Alcide Caouette
Arthur Joseph Lewis
Isabella Chretien
Albert A. Chretien
Yolande Lewis

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State of Maine, County of York ss. June 10, 1949 Personally appeared the above named Rose Eva Caouette and acknowledged the above instrument to be her free act and deed.

Before me, Thomas B. Walker Justice of the Peace

Recorded according to the original received June 20, 1949 at 7h. 45m. A.M.

DEED OF DEDICATION

TO ALL PEOPLE TO WHOM THESE PRESENTS SHALL COME, GREETINGS:

KNOW YE, that the UNITED STATES OF AMERICA acting by and through the Public Housing Administration; pursuant to Reorganization Plan No. 3 of 1947, effective July 27, 1947 (12 F.R. 4980), hereinafter called the GRANTOR, for good and valuable consideration, as well as divers other advantages to it accru-

ing, and considerations affecting the public welfare which it seeks to advance, by these presents does remise, release and forever quitclaim unto the Town of Kittery, County of York, State of Maine, a municipal corporation and body politic, duly organized and existing under the laws of the State of Maine, hereinafter called the GRANTEE, its successors and assigns forever, all right, title, interest, claim and demand whatsoever which the GRANTEE has in and to the following described property situated in the Town of Kittery and constituting a portion of War Housing Project NH-27011 and NH-27012 or NH-27052, commonly known as "Admiralty Village",;

(1) All those streets and avenues shown and described by courses and distances in a certain plan entitled "Amended Plan of Admiralty Village" dated December 10, 1948, and prepared by the New England Survey Service, Inc., which is filed in the office of the Registry of Deeds of York County in Plan Book 22 at Page 38, and as more particularly described in the legal description for each street attached to the instrument and made a part hereof;

(2) All those streets and avenues shown and described by courses and distances in a certain plan entitled "Part of Admiralty Village Street Layout Plan" dated July 24, 1948, revised September 9, 1948, prepared by the New England Survey Service, Inc., and recorded with the Registry of Deeds of York County in Plan Book No. 22 at Page 37, and as more particularly described in the legal description for each street attached to the instrument and made a part hereof;

(3) The parcel of land constituting the sewage pumping plant area, described as follows, together with all improvements therein,

Beginning at a point on the easterly line of Moore Street said point being on the arc of a curve having a radius of two hundred eighty (280.00) feet an arc length of sixty five (65.00) feet from the point of curvature. Said point of curvature being S 20° 30' 40" E three hundred forty-three and 70/100 (343.70) feet from the point of tangency of a corner rounding having a radius of fifteen (15.00) feet from Philbrick Street; thence S 75° 11' 28" E one hundred sixty-six and 89/100 (166.89) feet to an angle point; thence S 12° 13' 31" E to Spruce Creek; thence by Spruce Creek westerly and southerly to a point; thence N 70° 06' 33" W to the easterly line of Moore Street; thence northerly on the easterly line of Moore Street by a curve to the left having a radius of two hundred eighty feet (280.00) an arc length of one hundred thirty-two and 44/100 (132.44) feet to the point of beginning, containing about 18,000 square feet of land, as shown on the attached plan entitled "Admiralty Village" dated July 21, 1948, Revised date Sept. 9, 1948, prepared by New England Survey Service, Inc., which plan is made a part hereof;

(4) The parcel of land constituting the sewage disposal plant area, to-

gether with all improvements thereon, and being Lot No. 9 in the aforesaid plan entitled "Amended Plan of Admiralty Village", consisting of 36 acres, more or less;

(5) All water lines, from their connection with the Water District lines, and all sewer lines, together with all hydrants, water gates, manholes and catch-basins, and other appurtenances, however and wherever located, to the service connection for each building; the portion of these lines and their appurtenances generally northwest of Philbrick Avenue, being more particularly shown on a certain map entitled "Utility Plan Admiralty Village" dated September 9, 1948, and attached hereto and incorporated herein, but the Grantor makes no representation that said lines and their appurtenances are actually located, or are of the character, as shown on said Utility Plan, or are "going" systems; and

(6) Lot No. 140 consisting of 5.33 acres, more or less, as shown on said "Amended Plan of Admiralty Village", including the Community Building and all other improvements thereon;

Subject to, however, any easements, licenses, or outgrants of any character whatsoever, heretofore granted or given by the Grantor to any supplier of water, electricity, refuse collection, transportation, telephone, fire alarm, or other utility service, for the construction, use, maintenance and repair of the facilities for any such utility service; and

ALSO FURTHER RESERVING to the GRANTOR:

All uranium, thorium, and all other materials determined pursuant to Section 5 (b) (1) of the Atomic Energy Act of 1946 (60 Stat. 761) to be peculiarly essential to the production of fissionable material, contained, in whatever concentration, in deposits in the lands covered by this instrument for the use of the United States, together with the right of the United States through its authorized agents or representatives at any time to enter upon the land and prospect for, mine and remove the same, making just compensation for any damage or injury occasioned thereby. However, such land may be used, and any rights otherwise acquired by this disposition may be exercised, as if no reservation of such materials had been made; except that, when such use results in the extraction of any such material from the land in quantities which may not be transferred or delivered without a license under the Atomic Energy Act of 1946, as it now exists or may hereafter be amended, such material shall be the property of the United States Atomic Energy Commission, and the Commission may require delivery of such material to it by any possessor thereof after such material has been separated as such from the ores in which it was contained. If the Commission requires the delivery of such material to it, it shall pay to the person mining or extracting the same, or to such other person as the Commission

Book 185

determines to be entitled thereto, such sums, including profits, as the Commission deems fair and reasonable for the discovery, mining, development, production, extraction, and other services performed with respect to such materials prior to such delivery, but such payment shall not include any amount on account of the value of such material before removal from its place of deposit in nature. If the Commission does not require delivery of such material to it, the reservation hereby made shall be of no further force or effect.

TO HAVE AND TO HOLD, the said properties unto the said Town of Kittery, its successors and assigns forever, as and for public use, and for no other use or purpose whatsoever, and with respect to the streets and avenues aforementioned, with the same force and effect as if such streets and avenues had been opened by operation of law.

IN WITNESS WHEREOF, the UNITED STATES OF AMERICA has caused these presents to be executed in its name by JOHN P. KANE, Field Office Director, New York Field Office, Public Housing Administration, and the seal of the Public Housing Administration to be hereunto affixed this 3rd day of March, 1949.

UNITED STATES OF AMERICA
PUBLIC HOUSING ADMINISTRATION
(Corporate Seal)
By John P. Kane
Field Office Director
New York Field Office
for Public Housing Commissioner

STATE OF NEW YORK
COUNTY OF NEW YORK SS: I, the Subscriber, a Notary Public in and for the State of New York, County of New York, do hereby certify that on the date hereof personally appeared before me JOHN P. KANE, personally well known to me to be the Field Office Director, New York Field Office, Public Housing Administration, Housing and Home Finance Agency, and fully acknowledged the foregoing instrument to be the free act and deed of the United States of America, by virtue and in pursuance of authority duly conferred upon him.

Given under my hand and seal this 3rd day of March, 1949.

R. Benedict Cohen Notary Public (L.S.)
R. BENEDICT COHEN
Attorney and Counsellor-At-Law
In the State of New York
Off & P.O. Add: 44 Court St., B'klyn, N.Y.
Residing in Kings County
Commission Expires March 30, 1949

State of New York,
County of New York, ss.

No. 15669

I, ARCHIBALD R. WATSON, County Clerk and Clerk of the Supreme Court, New York County, a Court of Record having by law a seal, DO HEREBY CERTIFY that R. Benedict Cohen whose name is subscribed to the annexed affidavit, deposition, certificate of acknowledgment or proof, was at the time of taking the same an ATTORNEY AND COUNSELLOR at law, duly commissioned and sworn and qualified to

exercise the powers of a Notary Public throughout the State of New York; that pursuant to law a commission, or a certificate of his official character, and his autograph signature, have been filed in my office; that as such officer he was duly authorized by the laws of the State of New York to administer oaths and affirmations, to receive and certify the acknowledgment or proof of deeds, mortgages, powers of attorney and other written instruments for lands, tenements and hereditaments to be read in evidence or recorded in this State, to protest notes and to take and certify affidavits and depositions; and that I am well acquainted with the handwriting of such Attorney and Counsellor at Law, or have compared the signature on the annexed instrument with his autograph signature deposited in my office, and believe that the signature is genuine.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal this 10 day of Mar. 1949.

(L.S.)

Archibald R. Watson
County Clerk and Clerk of the Supreme Court, New York County

Recorded according to the original received June 20, 1949 at 12h. 45m. P.M.

June 20, 1949

In consideration of the payment of the within named debt, this mortgage, recorded in York County Registry of Deeds, Book 958, Page 31, is hereby discharged and the premises described released to said Herbert R. Stilson.

Witness
Mirna J. Thompson

SANFORD LOAN AND BUILDING ASSOCIATION
(Corporate Seal)
By Carl R. Wright Treasurer

STATE OF MAINE

YORK, ss. June 20, 1949 Personally appeared Carl R. Wright, Treasurer of the Sanford Loan and Building Association and acknowledged this discharge to be his free act and deed in his said capacity, and the free act and deed of said Association. Before me, Mirna J. Thompson Notary Public (L.S.)
Recorded according to the endorsement on the original (recorded in Book 958, Page 31) received June 20, 1949 at 7h. 45m. A.M.

Know All Men By These Presents That THE FEDERAL LAND BANK OF SPRINGFIELD, 210 State Street, Springfield, Massachusetts, owner of a certain mortgage given by WILLIAM L. LANDRY and IRENE L. LANDRY to the said THE FEDERAL LAND BANK OF SPRINGFIELD, dated November 13, 1935, and recorded in YORK COUNTY Registry of Deeds, in Book 874, at Page 65, does hereby acknowledge that it has received full payment and satisfaction of the same and of the debt thereby secured, and in consideration thereof it does hereby cancel and discharge said mortgage and

Schedule B

Page:United States Statutes at Large Volume 61 Part 1.djvu/977

This page needs to be proofread.

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REORGANIZATION PLANS

[61 STAT.]

REORGANIZATION PLANS REORGANIZATION PLAN NO. 3 OF 1947¹ Transmitted May Prepared by the President and transmitted to the Senate and the House of 27, 1947. Effective Representatives in Congress assembled, May 27, 1947, pursuant to the pro- July 27, 1947. 59Stat. 613 . visions of the Reorganization Act of 1945, approved December 20, 1945. 5U.S.C.§133y- 133y-16 . HOUSING AND HOME FINANCE AGENCY Section 1. Housing and Home Finance Agency.- The Home Owners' Loan Corporation, the Federal Savings and Loan Insurance Corpora- tion, the Federal Housing Administration, the United States Housing Authority, the Defense Homes Corporation, and the United States Housing Corporation, together with their respective functions, the functions of the Federal Home Loan Bank Board, and the other functions transferred by this Plan, are consolidated, subject to the provisions of sections 2 to 5, inclusive, hereof, into an agency which shall be known as the Housing and Home Finance Agency. There shall be in said Agency constituent agencies which shall be known as the Home Loan Bank Board, the Federal Housing Administration, and the Public Housing Administration. Section 2. Home Loan Bank Board. -(a) The Home Loan Bank Board shall consist of three members appointed by the President by and with the advice and consent of the Senate. Not more than two members of the Board shall be members of the same political party. The President shall designate the members of the Board first appointed hereunder to serve for terms expiring, respectively, at the close of business on June 30, 1949, June 30, 1950, and June 30, 1951, and thereafter the term of each member shall be four years. Whenever a vacancy shall occur among

REORGANIZATION PLAN NO. 3 OF 1947¹

Transmitted May 27, 1947. Effective July 27, 1947. 59 Stat. 613. U. S. C. § 133y-133y-16.

Prepared by the President and transmitted to the Senate and the House of Representatives in Congress assembled, May 27, 1947, pursuant to the provisions of the Reorganization Act of 1945, approved December 20, 1945.

HOUSING AND HOME FINANCE AGENCY

Section 1. *Housing and Home Finance Agency.*—The Home Owners' Loan Corporation, the Federal Savings and Loan Insurance Corporation, the Federal Housing Administration, the United States Housing Authority, the Defense Homes Corporation, and the United States Housing Corporation, together with their respective functions, the functions of the Federal Home Loan Bank Board, and the other functions transferred by this Plan, are consolidated, subject to the provisions of sections 2 to 5, inclusive, hereof, into an agency which shall be known as the Housing and Home Finance Agency. There shall be in said Agency constituent agencies which shall be known as the Home Loan Bank Board, the Federal Housing Administration, and the Public Housing Administration.

Section 2. *Home Loan Bank Board.*—(a) The Home Loan Bank Board shall consist of three members appointed by the President by and with the advice and consent of the Senate. Not more than two members of the Board shall be members of the same political party. The President shall designate the members of the Board first appointed hereunder to serve for terms expiring, respectively, at the close of business on June 30, 1949, June 30, 1950, and June 30, 1951, and thereafter the term of each member shall be four years. Whenever a vacancy shall occur among the members the person appointed to fill such vacancy shall hold office for the unexpired portion of the term of the member whose place he is selected to fill. Each of the members of the Board shall receive compensation at the rate of \$10,000 per annum.

(b) The President shall designate one of the members of the Home Loan Bank Board as Chairman of the Board. The Chairman shall (1) be the chief executive officer of the Board, (2) appoint and direct the personnel necessary for the performance of the functions of the Board or of the Chairman or of any agency under the Board, and (3) designate the order in which the other members of the Board shall, during the absence or disability of the Chairman, be Acting Chairman and perform the duties of the Chairman.

(c) Except as otherwise provided in subsection (b) of this section there are transferred to the Home Loan Bank Board the functions (1) of the Federal Home Loan Bank Board, (2) of the Board of Directors of the Home Owners' Loan Corporation, (3) of the Board of Trustees of the Federal Savings and Loan Insurance Corporation, (4) of any member or members of any of said Boards, and (5) with respect to the dissolution of the United States Housing Corporation.

Section 3. *Federal Housing Administration.*—The Federal Housing Administration shall be headed by a Federal Housing Commissioner who shall be appointed by the President, by and with the advice and consent of the Senate, and receive compensation at the rate of \$10,000

¹ For negative action on Reorganization Plan No. 2 of 1947, see H. Con. Res. 49, 81 Stat., Pt. 2, p. 1023.

the members the person appointed to fill such vacancy shall hold office for the unexpired portion of the term of the member whose place he is selected to fill. Each of the members of the Board shall receive compensation at the rate of \$10,000 per annum. (b) The President shall designate one of the members of the Home Loan Bank Board as Chairman of the Board. The Chairman shall (1) be the chief executive officer of the Board, (2) appoint and direct the personnel necessary for the performance of the functions of the Board or of the Chairman or of any agency under the Board, and (3) designate the order in which the other members of the Board shall, during the absence or disability of the Chairman, be Acting Chairman and perform the duties of the Chairman. (c) Except as otherwise provided in subsection (b) of this section there are transferred to the Home Loan Bank Board the functions (1) of the Federal Home Loan Bank Board, (2) of the Board of Directors of the Home Owners' Loan Corporation, (3) of the Board of Trustees of the Federal Savings and Loan Insurance Corporation, (4) of any member or members of any of said Boards, and (5) with respect to the dissolution of the United States Housing Corporation. Section 3. Federal Housing Administration.- The Federal Housing Administration shall be headed by a Federal Housing Commissioner who shall be appointed by the President, by and with the advice and consent of the Senate, and receive compensation at the rate of \$10,000 'For negative action on Reorganization Plan No. 2 of 1947, see H. Con. Res. 49, 61 Stat., Pt. 2, p. 1023. 954 [61 STAT.



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U.S. President, 1945-1953 (Truman)

REORGANIZATION PLAN NO. 3 OF 1947

MESSAGE

FROM

THE PRESIDENT OF THE UNITED STATES

TRANSMITTING

REORGANIZATION PLAN NO. 3 OF 1947

MAY 27, 1947.—Referred to the Committee on Expenditures in the Executive Departments and ordered to be printed

To the Congress of the United States:

I am transmitting herewith Reorganization Plan No. 3 of 1947, prepared in accordance with the Reorganization Act of 1945. This plan deals solely with housing. It simplifies, and increases the efficiency of, the administrative organization of permanent housing functions and provides for the administration of certain emergency housing activities pending their liquidation. I have found, after investigation, that each reorganization contained in this plan is necessary to accomplish one or more of the purposes set forth in section 2 (a) of the Reorganization Act of 1945.

The provision of adequate housing will remain a major national objective throughout the next decade. The primary responsibility for meeting housing needs rests, and must continue to rest, with private industry, as I have stated on other occasions. The Federal Government, however, has an important role to play in stimulating and facilitating home construction.

Over the years the Congress has provided for a number of permanent housing programs, each involving a special approach to the basic objective of more adequate housing for our citizens. The Congress first enacted a series of measures to facilitate home construction and home ownership by strengthening the savings and loan type of home-financing institution. These measures established a credit reserve system for such agencies, authorized the chartering of Federal savings

Federal Housing Administration
Library

and loan associations to provide more adequate home financing facilities, and provided for the insurance of investments in savings and loan institutions in order to attract savings into this field. The Congress also created a system for the insurance of home loans and mortgages to stimulate the flow of capital into home-mortgage lending and thereby facilitate home ownership and improvement and increase home construction. These measures were supplemented by legislation extending financial assistance to local communities for the clearance of slums and the provision of decent housing for families of low income who otherwise would be forced to live in the slums. It is significant that these programs were first established, and have been continued, by the Congress because of their special contributions to home construction and improvement.

In my message of January 6 on the state of the Union, I recommended legislation establishing certain additional programs to help alleviate the housing shortage and achieve our national objective of a decent home and a suitable living environment for every American family. No lesser objective is commensurate with the productive capacity and resources of the country or with the dignity which a true democracy accords the individual citizen. The Congress is now considering measures authorizing these programs. I again recommend the early enactment of this legislation.

But whatever may be the permanent housing functions of the Government, whether they be confined to the existing programs or supplemented as the Congress may determine, they are inevitably interrelated. They require coordination and supervision so that each will render its full contribution without conflict with the performance of other housing functions.

The Government, however, lacks an effective permanent organization to coordinate and supervise the administration of its principal housing programs. These programs and the machinery for their administration were established piecemeal over a period of years. The present consolidation of housing agencies and functions in the National Housing Agency is only temporary. After the termination of title I of the First War Powers Act this agency will dissolve and the agencies and functions now administered in it will revert to their former locations in the Government. When this occurs, the housing programs of the Government will be scattered among some 13 agencies in 7 departments and independent establishments.

I need hardly point out that such a scattering of these interrelated functions would not only be inefficient and wasteful but also would seriously impair their usefulness. It would leave the Government without effective machinery for the coordination and supervision of its housing activities and would thrust upon the Chief Executive an impossible burden of administrative supervision.

The grouping of housing functions in one establishment is essential to assure that the housing policies established by the Congress will be carried out with consistency of purpose and a minimum of friction, duplication, and overlapping. A single establishment will unquestionably make for greater efficiency and economy. Moreover, it will simplify the task of the Congress and the Chief Executive by enabling them to deal with one official and hold one person responsible for the general supervision of housing functions, whereas otherwise they will be forced to deal with a number of uncoordinated officers and agencies.

It is vital that a sound permanent organization of housing activities be established at the earliest possible date in order to insure that housing functions will not be scattered among numerous agencies, with consequent confusion and disruption. To avoid this danger, and to accomplish the needed changes promptly, it is desirable to employ a reorganization plan under the Reorganization Act of 1945. No other area of Federal activity affords greater opportunity than housing for accomplishing the objectives of the Reorganization Act to group, consolidate, and coordinate functions, reduce the number of agencies, and promote efficiency and economy; and in no other area could the application of the Reorganization Act be more appropriate and necessary.

In brief, this reorganization plan groups nearly all of the permanent housing agencies and functions of the Government, and the remaining emergency housing activities, in a Housing and Home Finance Agency, with the following constituent operating agencies: (1) A Home Loan Bank Board to administer the Federal Savings and Loan Insurance Corporation, the Home Owners' Loan Corporation, and the functions of the Federal Home Loan Bank Board and its members; (2) a Federal Housing Administration with the same functions as now provided by law for that agency; and (3) a Public Housing Administration to take over the functions of the United States Housing Authority and certain remaining emergency housing activities now pending the completion of their liquidation. Each constituent agency will possess its individual identity and be responsible for the operation of its program.

By reason of the reorganizations made by the plan, I have found it necessary to include therein provisions for the appointment of (1) an Administrator to head the Housing and Home Finance Agency; (2) the three members of the Home Loan Bank Board; and (3) two Commissioners to head the Federal Housing Administration and the Public Housing Administration, respectively. Each of these officers is to be appointed by the President by and with the advice and consent of the Senate.

The plan places in the Housing and Home Finance Administrator the functions heretofore vested in the Federal Loan Administrator and the Federal Works Administrator with respect to the housing agencies and functions formerly administered within the Federal Loan and Federal Works Agencies, together with supervision and direction of certain emergency housing activities in the remainder of their existence.

Under the plan the Home Loan Bank Board and the Federal Housing Administration will have the same status in, and relation to, the Housing and Home Finance Agency and the Housing and Home Finance Administrator as the Federal Home Loan Bank Board, and its related agencies, and the Federal Housing Administration formerly had to the Federal Loan Agency and the Federal Loan Administrator. Similarly, the Public Housing Administration will have the same status in, and relation to, the Housing and Home Finance Agency and the Administrator as the United States Housing Authority formerly had to the Federal Works Agency and the Federal Works Administrator.

Since there are a few housing activities which it is not feasible to place within the Housing and Home Finance Agency branches, they form integral parts of other broad programs or because of specific

limitations in the Reorganization Act of 1945, the plan also creates a National Housing Council on which the Housing and Home Finance Agency and its constituent agencies, and the other departments and agencies having important housing functions, are represented. In this way the plan provides machinery for promoting the most effective use of all the housing functions of the Government, for obtaining consistency between these functions and the general economic and fiscal policies of the Government, and for avoiding duplication and overlapping of activities.

To avoid a hiatus in the administration of housing functions, pending the confirmation by the Senate of the new officers provided for by the plan, it permits the designation by the President of appropriate existing housing officials to perform temporarily the functions of these officers. This period should be brief, as I shall promptly submit nominations for the permanent officers.

Under the limitations contained in the Reorganization Act of 1945, the compensation of the Housing and Home Finance Administrator and the other officers provided for by the plan, cannot be fixed at a rate in excess of \$10,000 per annum. Both the temporary National Housing Administrator, provided for by Executive Order No. 9070 and the Federal Housing Administrator, have received salaries of \$12,000 a year. I do not consider the salary of \$10,000 provided in the plan as compensation commensurate with the responsibilities of the Administrator, the members of the Home Loan Bank Board, and the Commissioners of the other constituent agencies, or consistent with a salary scale which must be paid if the Government is to attract and retain public servants of the requisite caliber. Accordingly, I recommend that the Congress act to increase the salary of the Housing and Home Finance Administrator to \$15,000 per annum, and to increase the salaries of the members of the Home Loan Bank Board and the two Commissioners provided for by this plan to \$12,000 per annum.

The essential and important difference between the organization established by the plan and the prewar arrangement, to which housing agencies and functions would otherwise automatically revert on the termination of title I of the First War Powers Act, is that under the old arrangement these agencies and functions were scattered among many different establishments primarily dealing with matters other than housing, whereas under the plan the major permanent housing programs are placed in a single establishment concerned exclusively with housing. Thus, the plan effectuates the basic objective announced by the Congress in the Reorganization Act of 1945 of grouping agencies and functions by major purpose, and provides the necessary framework for a more effective administration of Federal housing activities in the postwar period.

THE WHITE HOUSE, May 27, 1947.

HARRY S. TRUMAN.

REORGANIZATION PLAN NO. 3 OF 1947

Prepared by the President and transmitted to the Senate and the House of Representatives in Congress assembled, May 27, 1947, pursuant to the provisions of the Reorganization Act of 1945, approved December 30, 1946.

HOUSING AND HOME FINANCE AGENCY

SECTION 1. Housing and Home Finance Agency.—The Home Owners' Loan Corporation, the Federal Savings and Loan Insurance Corporation, the Federal Housing Administration, the United States Housing Authority, the Defense Housing Corporation, and the United States Housing Corporation, together with their respective functions, the functions of the Federal Home Loan Bank Board, and the other functions transferred by this plan, are consolidated, subject to the provisions of sections 2 to 5, inclusive, hereof, into an agency which shall be known as the Housing and Home Finance Agency. There shall be in said Agency constituent agencies which shall be known as the Home Loan Bank Board, the Federal Housing Administration, and the Public Housing Administration.

Sec. 2. Home Loan Bank Board.—(a) The Home Loan Bank Board shall consist of three members appointed by the President by and with the advice and consent of the Senate. Not more than two members of the Board shall be members of the same political party. The President shall designate the members of the Board first appointed hereunder to serve for terms expiring, respectively, at the close of business on June 30, 1949, June 30, 1950, and June 30, 1951, and thereafter the term of each member shall be four years. Whenever a vacancy shall occur among the members the person appointed to fill such vacancy shall hold office for the unexpired portion of the term of the member whose place he is selected to fill. Each of the members of the Board shall receive compensation at the rate of \$10,000 per annum.

(b) The President shall designate one of the members of the Home Loan Bank Board as Chairman of the Board. The Chairman shall (1) be the chief executive officer of the Board, (2) appoint and direct the personnel necessary for the performance of the functions of the Board or of the Chairman or of any agency under the Board, and (3) designate the order in which the other members of the Board shall, during the absence or disability of the Chairman, be Acting Chairman and perform the duties of the Chairman.

(c) Except as otherwise provided in subsection (b) of this section there are transferred to the Home Loan Bank Board the functions (1) of the Federal Home Loan Bank Board, (2) of the Board of Directors of the Home Owners' Loan Corporation, (3) of the Board of Trustees of the Federal Savings and Loan Insurance Corporation, (4) of any member or members of any of said Boards, and (5) with respect to the dissolution of the United States Housing Corporation.

Sec. 3. *Federal Housing Administration.*—The Federal Housing Administration shall be headed by a Federal Housing Commissioner who shall be appointed by the President, by and with the advice and consent of the Senate, and receive compensation at the rate of \$10,000 per annum. There are transferred to said Commissioner the functions of the Federal Housing Administrator.

Sec. 4. *Public Housing Administration.*—The Public Housing Administration shall be headed by a Public Housing Commissioner who shall be appointed by the President, by and with the advice and consent of the Senate, and receive compensation at the rate of \$10,000 per annum. There are transferred to said Commissioner the functions—

(a) Of the Administrator of the United States Housing Authority (which agency shall hereafter be administered and known as the Public Housing Administration);

(b) Of the National Housing Agency with respect to non-farm-housing projects and other properties remaining under its jurisdiction pursuant to section 2 (a) (3) of the Farmers' Home Administration Act of 1946 (Public Law 731, Seventy-ninth Congress, approved August 14, 1946); and

(c) With respect to the liquidation and dissolution of the Defense Homes Corporation.

Sec. 5. *Housing and Home Finance Administration.*—(a) The Housing and Home Finance Agency shall be headed by a Housing and Home Finance Administrator who shall be appointed by the President, by and with the advice and consent of the Senate, and shall receive compensation at the rate of \$10,000 per annum.

(b) The Administrator shall be responsible for the general supervision and coordination of the functions of the constituent agencies of the Housing and Home Finance Agency and for such purpose there are transferred to said Administrator the functions of the Federal Loan Administrator and the Federal Works Administrator (1) with respect to the Federal Home Loan Bank Board, the Home Owners' Loan Corporation, the Federal Savings and Loan Insurance Corporation, the Federal Housing Administration, and the United States Housing Authority, and (2) with respect to the functions of said agencies.

(c) There are also transferred to the Administrator the functions—

(1) Of holding on behalf of the United States the capital stock of the Defense Homes Corporation;

(2) Under titles I and III, and sections 401, 501, and 502, of the Act of October 14, 1940 (54 Stat. 1125), as amended;

(3) Of the War and Navy Departments with respect to national defense and war housing (except that located on military or naval posts, reservations, or bases) under the Act of September 8, 1940 (54 Stat. 872), as amended; and

(4) Of all agencies designated to provide temporary shelter in defense areas under the Acts of March 1, 1941, May 23, 1941, and December 17, 1941 (55 Stat. 14, 107, and 810), insofar as such functions relate to such temporary shelter.

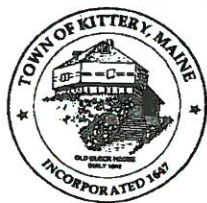
Sec. 6. *National Housing Council.*—There shall be in the Housing and Home Finance Agency a National Housing Council composed of the Housing and Home Finance Administrator as Chairman, the Federal Housing Commissioner, the Public Housing Commissioner,

the Chairman of the Home Loan Bank Board, the Administrator of Veterans' Affairs or his designee, the Chairman of the Board of Directors of the Reconstruction Finance Corporation or his designee, and the Secretary of Agriculture or his designee. The National Housing Council shall serve as a medium for promoting, to the fullest extent practicable, within revenue, the most effective use of the housing functions and activities administered within the Housing and Home Finance Agency and the other departments and agencies represented on said Council in the furtherance of the housing policies and objectives established by law, for facilitating consistency between such housing functions and activities and the general economic and social policies of the Government, and for avoiding duplication or overlapping of such housing functions and activities.

Sec. 7. *Interim appointments.*—Pending the initial appointment hereunder of any officer provided for by this plan, the functions of such officer shall be performed temporarily by such officer of the existing National Housing Agency as the President shall designate.

Sec. 8. *Transfer of property, personnel, and funds.*—The assets, contracts, property, records, personnel, and unexpended balances of appropriations, authorizations, allocations, or other funds, held, employed, or available or to be made available in connection with functions transferred by this plan are hereby transferred with such transferred functions, respectively.

Sec. 9. *Abolitions.*—The Federal Home Loan Bank Board, the Board of Directors of the Home Owners' Loan Corporation, and the Board of Trustees of the Federal Savings and Loan Insurance Corporation, together with the offices of the members of said boards, the office of Federal Housing Administrator, and the office of Administrator of the United States Housing Authority, are abolished.



TOWN OF KITTERY, MAINE

TOWN CLERK'S OFFICE

200 Rogers Road, Kittery, ME 03904
Telephone: (207) 475-1328 Fax: (207) 439-6806

REC
SEP 23 2019
BY: [Signature]
1053

APPLICATION FOR APPOINTMENT TO TOWN BOARDS

NAME: Susan Goodman
RESIDENCE: 4 Tower Rd., Kittery Point, ME 03905
MAILING (if different) _____

E-MAIL ADDRESS: sgoodman@udel.edu PHONE #: (Home) 2074391709 (Work) _____

Please check your choices:

- | | |
|--|---|
| <input type="checkbox"/> Board of Appeals | <input type="checkbox"/> Board of Assessment Review |
| <input type="checkbox"/> Conservation Commission | <input type="checkbox"/> Mary Safford Wildes Trust |
| <input type="checkbox"/> Comprehensive Plan Update Committee | <input type="checkbox"/> Shellfish Conservation Committee |
| <input type="checkbox"/> Recycling Scholarship Selection Committee | <input type="checkbox"/> Economic Development Committee |
| <input type="checkbox"/> Parks Commission | <input type="checkbox"/> Open Space Committee |
| <input type="checkbox"/> Port Authority | <input type="checkbox"/> Planning Board |
| <input type="checkbox"/> Personnel Board | <input type="checkbox"/> Other <u>Taylor Building Committee</u> |

EDUCATION/TRAINING: Ph.D in Literature from UNH; H. Fletcher Brown Chair of Humanities Prof. Emerita, U of DE
RELATED EXPERIENCE (Including other Boards and Commissions) _____

Friends of the Rice Library Board; U of DE Press Board; CSUF Press Board; reader for numerous journals and presses, library committee member, U of DE; served on NEH Committee, Guggenheim Committee, and other granting institutions

PRESENT EMPLOYMENT: retired
ARE YOU A REGISTERED VOTER OF THE TOWN OF KITTERY Yes No

ANY KNOWN CONFLICT OF INTEREST: no

REASON FOR APPLICATION TO THIS BOARD: I care deeply about the role of our library in public education
I HAVE HAVE NOT ATTENDED AT LEAST TWO MEETINGS OF THE BOARD FOR WHICH APPLICATION IS BEING MADE. I AGREE TO ATTEND ALL MEETINGS, EXCEPT FOR SICKNESS OR EMERGENCY, AND WILL ADVISE THE CHAIRPERSON WHEN I AM UNABLE TO ATTEND, IF APPOINTED.

Please read the back of this application before signing.

Susan Goodman
SIGNATURE OF APPLICANT

September 20, 2019
DATE

BUREAU OF ALCOHOL BEVERAGES AND LOTTERY OPERATIONS
DIVISION OF LIQUOR LICENSING AND ENFORCEMENT
8 STATE HOUSE STATION, AUGUSTA, ME 04333-0008 (Regular Mail)
10 WATER STREET, HALLOWELL, ME 04347 (Overnight Mail)
TEL: (207) 624-7220 FAX: (207) 287-3434
EMAIL INQUIRIES: MAINELIQUOR@MAINE.GOV

DIVISION USE ONLY	
License No:	
Class:	By:
Deposit Date:	
Amt. Deposited:	
Cash Ck Mo:	
Good SOS & DBA: YES <input type="checkbox"/> NO <input type="checkbox"/>	

PRESENT LICENSE EXPIRES: 12/13/2019

NEW application: Yes No

If business is NEW or under new ownership, indicate starting date: _____

Requested inspection (New Licensees/ Ownership Changes Only) Date : _____ Business hours: _____

INDICATE TYPE OF PRIVILEGE: MALT VINOUS SPIRITUOUS

INDICATE TYPE OF LICENSE:

- | | | |
|--|--|--|
| <input type="checkbox"/> RESTAURANT (Class I,II,III,IV) | <input checked="" type="checkbox"/> RESTAURANT/LOUNGE (Class XI) | <input type="checkbox"/> CLASS A LOUNGE (Class X) |
| <input type="checkbox"/> HOTEL (Class I,II,III,IV) | <input type="checkbox"/> HOTEL, FOOD OPTIONAL (Class I-A) | <input type="checkbox"/> BED & BREAKFAST (Class V) |
| <input type="checkbox"/> GOLF COURSE (Class I,II,III,IV) | <input type="checkbox"/> TAVERN (Class IV) | <input type="checkbox"/> QUALIFIED CATERING |
| <input type="checkbox"/> OTHER: _____ | | <input type="checkbox"/> SELF-SPONSORED EVENTS |

(QUALIFIED CATERERS ONLY)

REFER TO PAGE 3 FOR FEE SCHEDULE

ALL QUESTIONS MUST BE ANSWERED IN FULL

Corporation Name: BEDROCK RESTAURANT ENT. INC.			Business Name (D/B/A) BLUE MERMAID		
APPLICANT(S) –(Sole Proprietor) SCOTT LOGAN		DOB: 7/14/1960	Physical Location: 10 SHAPLEIGH ROAD UNIT B/C		
		DOB:	City/Town KITTERY	State ME.	Zip Code 03904
Address 10 SHAPLEIGH ROAD			Mailing Address 10 SHAPLEIGH ROAD		
			Same As Above? <input checked="" type="checkbox"/>		
City/Town KITTERY	State ME.	Zip Code 03904	City/Town KITTERY	State ME.	Zip Code 03904
Telephone Number 207-703-2754		Fax Number	Business Telephone Number 207-703-2754		Fax Number NA
Federal I.D. # 02-0470449			Seller Certificate #: or Sales Tax #: 1187752		
Email Address: logans@bluemermaid.com			Website: BLUEMERMAID.COM		

1. If premise is a Hotel or Bed & Breakfast, indicate number of rooms available for transient guests: _____

2. State amount of gross income from period of last license:

ROOMS \$ 0 FOOD \$ 611,027 LIQUOR \$ 442,839

3. Is applicant a corporation, limited liability company or limited partnership? YES NO

If Yes, please complete the Corporate Information required for Business Entities who are licensees.

4. Do you permit dancing or entertainment on the licensed premises? YES NO

5. Do you own or have any interest in any another Maine Liquor License? Yes No (Use an additional sheet(s) if necessary.) If yes, please list License Number, Name, and physical location of any other Maine Liquor Licenses.

License # _____ Name of Business _____

Physical Location _____ City / Town _____

6. If manager is to be employed, give name: JACKIE ROUTHIER - FENTON

7. Business records are located at: 10 SHAPLEIGH ROAD

8. Is/are applicants(s) citizens of the United States? YES NO

9. Is/are applicant(s) residents of the State of Maine? YES NO

10. List name, date of birth, and place of birth for all applicants, managers, and bar managers.

Full Name (Please Print)	DOB	Place of Birth
SCOTT LOGAN	7/14/1960	WELLSBORO, PA
KAREN LOGAN	3/3/1962	MANCHESTER, NH
JACKIE ROUTHIER - FENTON	7/2/1990	PORTSMOUTH, NH

11. Residence address on all of the above for previous 5 years (Limit answer to city & state)

Name: SCOTT LOGAN	City: ELIOT	State: ME.
Name: KAREN LOGAN	City: ELIOT	State: ME.
Name: JACKIE ROUTHIER - FENTON	City: DOVER	State: NH.

12. Has/have applicant(s) or manager ever been convicted of any violation of the law, other than minor traffic violations, of any State of the United States? YES NO

Name: _____ Date of Conviction: _____
 Offense: _____ Location: _____
 Disposition: _____ (use additional sheet(s) if necessary)

13. Will any law enforcement official benefit directly in your license, if issued? Yes No If Yes, give name: _____

14. Has/have applicant(s) formerly held a Maine liquor license? YES NO

15. Does/do applicant(s) own the premises? Yes No If No give name and address of owner: DISCOIL
REALTY - PO BOX 207 KITTERY, MAINE 03905

16. Describe in detail the premises to be licensed: (On Premise Diagram Required) RESTAURANT /
LOUNGE (SEE ATTACHED DIAGRAM)

17. Does/do applicant(s) have all the necessary permits required by the State Department of Human Services? YES NO Applied for: _____

18. What is the distance from the premises to the NEAREST school, school dormitory, church, chapel or parish house, measured from the main entrance of the premises to the main entrance of the school, school dormitory, church, chapel or parish house by the ordinary course of travel? 1/2 MILE
 Which of the above is nearest? SCHOOL

19. Have you received any assistance financially or otherwise (including any mortgages) from any source other than yourself in the establishment of your business? YES NO

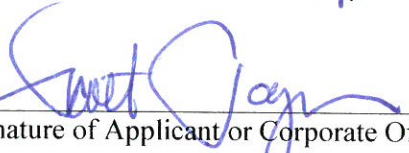
If YES, give details: COMMERCIAL LOAN THROUGH KENNEBUNK SAVINGS BANK

The Division of Liquor Licensing & Enforcement is hereby authorized to obtain and examine all books, records and tax returns pertaining to the business, for which this liquor license is requested, and also such books, records and returns during the year in which any liquor license is in effect.

NOTE: "I understand that false statements made on this form are punishable by law. Knowingly supplying false information on this form is a Class D offense under the Criminal Code, punishable by confinement of up to one year or by monetary fine of up to \$2,000 or both."

Dated at: KITTERY on 11/12/2019, 20 19
Town/City, State Date

PLEASE SIGN IN BLUE INK


Signature of Applicant or Corporate Officer(s)
SCOTT LOGAN
Print Name

Signature of Applicant or Corporate Officer(s)

Print Name

FEE SCHEDULE

FILING FEE: (must be included on all applications)	\$ 10.00
Class I Spirituous, Vinous and Malt	\$ 900.00
CLASS I: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; Vessels; Qualified Caterers; OTB	
Class I-A Spirituous, Vinous and Malt, Optional Food (Hotels Only)	\$1,100.00
CLASS I-A: Hotels only that do not serve three meals a day.	
Class II Spirituous Only	\$ 550.00
CLASS II: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; and Vessels.	
Class III Vinous Only	\$ 220.00
CLASS III: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; Restaurants; Vessels; Pool Halls; and Bed and Breakfasts.	
Class IV Malt Liquor Only	\$ 220.00
CLASS IV: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; Restaurants; Taverns; Pool Halls; and Bed and Breakfasts.	
Class III & IV Malt & Vinous Only	\$ 440.00
CLASS III & IV: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Clubs; Hotels; Indoor Ice Skating Clubs; Indoor Tennis Clubs; Restaurants; Vessels; Pool Halls; and Bed and Breakfasts.	
Class V Spirituous, Vinous and Malt (Clubs without Catering, Bed & Breakfasts)	\$ 495.00
CLASS V: Clubs without catering privileges.	
Class X Spirituous, Vinous and Malt – Class A Lounge	\$2,200.00
CLASS X: Class A Lounge	
Class XI Spirituous, Vinous and Malt – Restaurant Lounge	\$1,500.00
CLASS XI: Restaurant/Lounge; and OTB.	
SELF-SPONSORED EVENTS: Qualified Caterers Only	\$ 700.00

UNORGANIZED TERRITORIES \$10.00 filing fee shall be paid directly to County Treasurer. **All applicants in unorganized territories shall submit along with their application evidence of payment to the County Treasurer. All applications for NEW or RENEWAL liquor licenses must contact their Municipal Officials or the County Commissioners in unincorporated places for approval and signatures for liquor licenses prior to submitting them to the bureau.**

All fees must accompany application, make check payable to the **Treasurer, State of Maine.**

This application must be completed and signed by the Town or City and mailed to:
Bureau of Alcoholic Beverages and Lottery Operations
Division of Liquor Licensing and Enforcement
8 State House Station, Augusta, ME 04333-0008 (Regular address)
10 Water Street, Hallowell, ME 04347 (Overnight address)
Payments by check subject to penalty provided by Title 28A, MRS, Section 3-B.

TO STATE OF MAINE MUNICIPAL OFFICERS & COUNTY COMMISSIONERS:

Hereby certify that we have complied with Section 653 of Title 28-A Maine Revised Statutes and hereby approve said application.

Dated at: _____, Maine _____
City/Town (County)

On: _____
Date

The undersigned being: Municipal Officers County Commissioners of the
 City Town Plantation Unincorporated Place of: _____, Maine

THIS APPROVAL EXPIRES IN 60 DAYS

NOTICE – SPECIAL ATTENTION

§653. Hearings; bureau review; appeal

I. Hearings. The municipal officers or, in the case of unincorporated places, the county commissioners of the county in which the unincorporated place is located, may hold a public hearing for the consideration of applications for new on-premises licenses and applications for transfer of location of existing on-premises licenses. The municipal officers or county commissioners may hold a public hearing for the consideration of requests for renewal of licenses, except that when an applicant has held a license for the prior 5 years and a complaint has not been filed against the applicant within that time, the applicant may request a waiver of the hearing.

A. The bureau shall prepare and supply application forms. [1993, c. 730, §27 (AMD).]

B. The municipal officers or the county commissioners, as the case may be, shall provide public notice of any hearing held under this section by causing a notice, at the applicant's prepaid expense, stating the name and place of hearing, to appear on at least 3 consecutive days before the date of hearing in a daily newspaper having general circulation in the municipality where the premises are located or one week before the date of the hearing in a weekly newspaper having general circulation in the municipality where the premises are located. [1995, c. 140, §4 (AMD).]

C. If the municipal officers or the county commissioners, as the case may be, fail to take final action on an application for a new on-premises license or transfer of the location of an existing on-premises license within 60 days of the filing of an application, the application is deemed approved and ready for action by the bureau. For purposes of this paragraph, the date of filing of the application is the date the application is received by the municipal officers or county commissioners. This paragraph applies to all applications pending before municipal officers or county commissioners as of the effective date of this paragraph as well as all applications filed on or after the effective date of this paragraph. This paragraph applies to an existing on-premises license that has been extended pending renewal. The municipal officers or the county commissioners shall take final action on an on-premises license that has been extended pending renewal within 120 days of the filing of the application. [2003, c. 213, §1 (AMD).]

D. If an application is approved by the municipal officers or the county commissioners but the bureau finds, after inspection of the premises and the records of the applicant, that the applicant does not qualify for the class of license applied for, the bureau shall notify the applicant of that fact in writing. The bureau shall give the applicant 30 days to file an amended application for the appropriate class of license, accompanied by any additional license fee, with the municipal officers or county commissioners, as the case may be. If the applicant fails to file an amended application within 30 days, the original application must be denied by the bureau. The bureau shall notify the applicant in writing of its decision to deny the application including the reasons for the denial and the rights of appeal of the applicant. [1995, c. 140, §5 (NEW).][2003, c. 213, §1 (AMD) .]

2. Findings. In granting or denying an application, the municipal officers or the county commissioners shall indicate the reasons for their decision and provide a copy to the applicant. A license may be denied on one or more of the following grounds:

A. Conviction of the applicant of any Class A, Class B or Class C crime; [1987, c. 45, Pt. A, §4 (NEW).]

B. Noncompliance of the licensed premises or its use with any local zoning ordinance or other land use ordinance not directly related to liquor control; [1987, c. 45, Pt. A, §4 (NEW).]

C. Conditions of record such as waste disposal violations, health or safety violations or repeated parking or traffic violations on or in the vicinity of the licensed premises and caused by persons patronizing or employed by the licensed premises or other such conditions caused by persons patronizing or employed by the licensed premises that unreasonably disturb, interfere with or affect the ability of persons or businesses residing or located in the vicinity of the licensed premises to use their property in a reasonable manner; [1993, c. 730, §27 (AMD).]

D. Repeated incidents of record of breaches of the peace, disorderly conduct, vandalism or other violations of law on or in the vicinity of the licensed premises and caused by persons patronizing or employed by the licensed premises; [1989, c. 592, §3 (AMD).]

E. A violation of any provision of this Title; [2009, c. 81, §1 (AMD).]

F. A determination by the municipal officers or county commissioners that the purpose of the application is to circumvent the provisions of section 601; and [2009, c. 81, §2 (AMD).]

G. After September 1, 2010, server training, in a program certified by the bureau and required by local ordinance, has not been completed by individuals who serve alcoholic beverages. [2009, c. 81, §3 (NEW).]

[2009, c. 81, §§1-3 (AMD) .]

3. Appeal to bureau. Any applicant aggrieved by the decision of the municipal officers or county commissioners under this section may appeal to the bureau within 15 days of the receipt of the written decision of the municipal officers or county commissioners. The bureau shall hold a public hearing in the city, town or unincorporated place where the premises are situated. In acting on such an appeal, the bureau may consider all licensure requirements and findings referred to in subsection 2.

A. [1993, c. 730, §27 (RP).]

B. If the decision appealed from is an application denial, the bureau may issue the license only if it finds by clear and convincing evidence that the decision was without justifiable cause. [1993, c. 730, §27 (AMD) .]

[1995, c. 140, §6 (AMD) .]

4. No license to person who moved to obtain a license. [1987, c. 342, §32 (RP) .]

5. Appeal to District Court. Any person or governmental entity aggrieved by a bureau decision under this section may appeal the decision to the District Court within 30 days of receipt of the written decision of the bureau.

An applicant who files an appeal or who has an appeal pending shall pay the annual license fee the applicant would otherwise pay. Upon resolution of the appeal, if an applicant's license renewal is denied, the bureau shall refund the applicant the prorated amount of the unused license fee.

[1995, c. 140, §7 (AMD); 1999, c. 547, Pt. B, §78 (AMD); 1999, c. 547, Pt. B, §80 (AFF).]

Bureau of Alcoholic Beverages and Lottery Operations
Division of Liquor Licensing & Enforcement
8 State House Station, Augusta, ME 04333-0008
10 Water Street, Hallowell, ME 04347 (overnight)
Tel: (207) 624-7220 Fax: (207) 287-3434
Email Inquiries: MaineLiquor@maine.gov

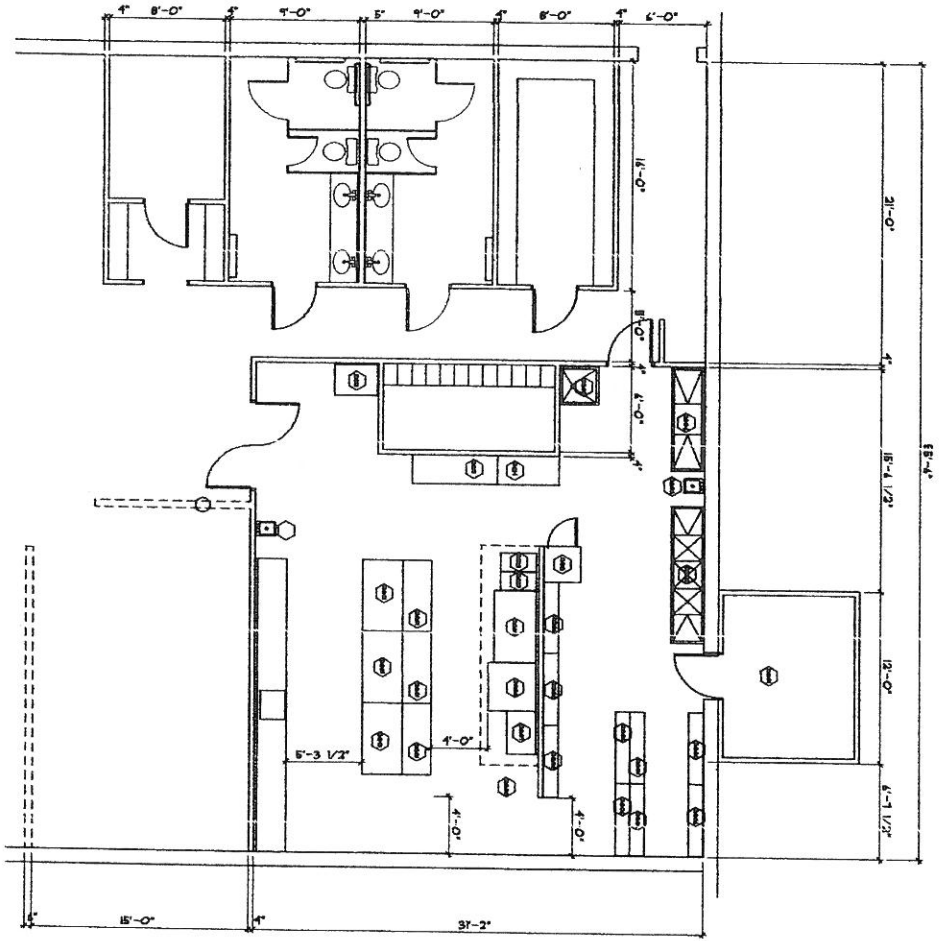


ON PREMISE DIAGRAM
(Facility Drawing/ Floor Plan)

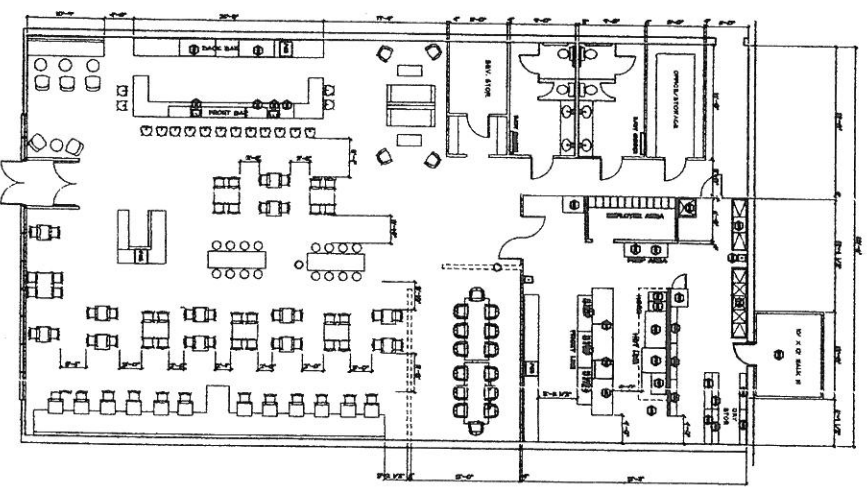
In an effort to clearly define your license premise and the area that consumption and storage of liquor is allowed. The Division requires all applicants to submit a diagram of the premise to be licensed in addition to a completed license application.

Diagrams should be submitted on this form and should be as accurate as possible. Be sure to label the areas with the following: • Entrances • Office area • Kitchen • Storage Areas • Dining Rooms • Lounges • Function Rooms • Restrooms • Decks • All Inside and Outside areas that you are requesting approval.

A large, empty rectangular box intended for the applicant to draw a facility drawing or floor plan. The box contains the handwritten text "SEE ATTACHED" in blue ink, indicating that the diagram is provided as a separate document.



ENLARGED KITCHEN PLAN
SCALE: 1/4" = 1'-0"



DINING ROOM PLAN
SCALE: 1/4" = 1'-0"

ITEM	DESCRIPTION	QTY	EQUIPMENT SCHEDULE		ELECTRICAL CONNECTION		MATERIALS		NOTES
			TYPE	SIZE	TYPE	SIZE	TYPE	SIZE	
001	SINK & CAB	1	18"	24"	18"	24"	18"	24"	18"
002	STOVE	1	30"	24"	30"	24"	30"	24"	30"
003	REF	1	30"	66"	30"	66"	30"	66"	30"
004	CABINETS	1	30"	66"	30"	66"	30"	66"	30"
005	STOVE	1	30"	24"	30"	24"	30"	24"	30"
006	REF	1	30"	66"	30"	66"	30"	66"	30"
007	CABINETS	1	30"	66"	30"	66"	30"	66"	30"
008	STOVE	1	30"	24"	30"	24"	30"	24"	30"
009	REF	1	30"	66"	30"	66"	30"	66"	30"
010	CABINETS	1	30"	66"	30"	66"	30"	66"	30"
011	STOVE	1	30"	24"	30"	24"	30"	24"	30"
012	REF	1	30"	66"	30"	66"	30"	66"	30"
013	CABINETS	1	30"	66"	30"	66"	30"	66"	30"
014	STOVE	1	30"	24"	30"	24"	30"	24"	30"
015	REF	1	30"	66"	30"	66"	30"	66"	30"
016	CABINETS	1	30"	66"	30"	66"	30"	66"	30"
017	STOVE	1	30"	24"	30"	24"	30"	24"	30"
018	REF	1	30"	66"	30"	66"	30"	66"	30"
019	CABINETS	1	30"	66"	30"	66"	30"	66"	30"
020	STOVE	1	30"	24"	30"	24"	30"	24"	30"
021	REF	1	30"	66"	30"	66"	30"	66"	30"
022	CABINETS	1	30"	66"	30"	66"	30"	66"	30"
023	STOVE	1	30"	24"	30"	24"	30"	24"	30"
024	REF	1	30"	66"	30"	66"	30"	66"	30"
025	CABINETS	1	30"	66"	30"	66"	30"	66"	30"



Division of Alcoholic Beverages and Lottery
Operations
Division of Liquor Licensing and Enforcement

**Corporate Information Required for
Business Entities Who Are Licensees**

Questions 1 to 4 must match information on file with the Maine Secretary of State's office. If you have questions regarding this information, please call the Secretary of State's office at (207) 624-7752.

Please clearly complete this form in its entirety.

- Exact legal name: BEDFORD RESTAURANT ENTERPRISES INC.
- Doing Business As, if any: BLUE MERMAID
- Date of filing with Secretary of State: 7/11/2017 State in which you are formed: NH
- If not a Maine business entity, date on which you were authorized to transact business in the State of Maine: 7/11/2017
- List the name and addresses for previous 5 years, birth dates, titles of officers, directors and list the percentage ownership: (attach additional sheets as needed)

NAME	ADDRESS (5 YEARS)	Date of Birth	TITLE	Ownership %
SCOTT LOLAN	105 HOWDE ROAD ELIOT, ME. 039103	7/14/60	PRESIDENT	81%
DANNA LENCKI	2500 KINGS HIGHWAY KENNEBUNKPORT, ME	3/25/59	NAME	19%

(Stock ownership in non-publicly traded companies must add up to 100%.)

- If Co-Op # of members: _____ (list primary officers in the above boxes)

7. Has any principal person involved in the entity ever been convicted of any violation of the law, other than minor traffic violations, in the United States? Yes No

8. If Yes to Question 7, please complete the following: (attached additional sheets as needed)

Name: _____

Date of Conviction: _____


Offense: _____

Location of Conviction: _____

Disposition: _____

Signature:

PLEASE SIGN IN BLUE INK



Signature of Owner or Corporate Officer

11/12/2019

Date

SCOTT LOGAN

Print Name of Owner or Corporate Officer

Submit Completed Forms to:

Bureau of Alcoholic Beverages
Division of Liquor Licensing and Enforcement
8 State House Station, Augusta, Me 04333-0008 (Regular address)
10 Water Street, Hallowell, ME 04347 (Overnight address)
Telephone Inquiries: (207) 624-7220 Fax: (207) 287-3434
Email Inquiries: MaineLiquor@Maine.gov

From: richard.demarco@ubs.com <richard.demarco@ubs.com>

Sent: Tuesday, November 19, 2019 2:47 PM

To: Suzanne Esposito <SEsposito@kitteryme.org>

Subject: PC membership

Suzanne,

Page Mead confirmed with me yesterday that he will need to pull back from the Parks Commission. He will not be co-chair, but would like to continue to be an associate member

George Dow would is currently an associate member that would fill his spot.

Can you tell me the process needed to take care of this. I can share with Page and George.

Thanks

Rich

Richard J. DeMarco, Jr

CEPA, First Vice President, Wealth Advisor

Direct: 603-422-8190

www.ubs.com/fa/richarddemarco

Apryl G. Cowper

Sr. Registered Client Service Associate

Direct: 603-422-8189

email: apryl.cowper@ubs.com

UBS Financial Services

40 Congress Street

Portsmouth, NH 03801