2022 Planning Board Action Items			2023 Planning Board Action Items		
ITEM	**LEAD**	**ACTIONS TAKEN**	**ITEM**	**LEAD**	**ACTIONS TAKEN or pending**
Review housing related zoning amendments	**Staff**	Future zone amendments to BL & BL-1 zones by Fall 2021. KLIC has already conducted their review. Town Council action on 9/12	Neighborhood Mixed Use/ Business Park zoning review, recommendation	Staff, KLIC	Preliminary talks with consultants; draft zoning amendment project plan under KLIC review
Clarify interpretations on various overlay zones (Shoreland, Resource Protections, CFMU, etc.).	**PB - Steve**	Staff continuing to research DEP requirements, planning law, and local ordinances to determine language fixes.	Continue simplifaction of zoning ordinance	All members	identify issues, solutions
Adjustments to the Cluster Development ordinance is to ensure Kittery is getting a meaningful conservation benefit from dimensional modifications.	**PB - Karen**	Cluster Subdivision ordinance changed to Conservation Subdivision by Planning Board. Awaiting scheduling at Town Council in September 2022	review timber harvesting regulations	Karen and Earldean	define problem, understand regulatory context
Fence ordinance	**PB - Russell**	Discussion at 8/25 PB meeting centered on protecting viewsheds (listed in Comp Plan) from blocking by fences.	review, organize wetlands regulations		define problem
Review of zone dimensional standards (setbacks, lot size, lot coverage, etc.).	**PB - Dutch**	Changes to C-1, C-3 were adopted. Changes to BL & BL-1 are under review. Changes to M-U, R-S, R-U, MU-KR are in progress with staff.	Overlay zones: clarification?	staff	ongoing review of Title 16 for compliance with state Shoreland regulations
Designate areas in Kittery that are high-risk for flooding from sea level rise and increased rate of rain fall and specify the conditions for their use and development.	**PB - Ron**	Staff is working with Southern Maine Planning & Development Commission on climate resiliency planning. Updated floodplain management language is in the works to correspond with new FEMA maps to be adopted in 2023.			
Identify and specify standards for building freeboard height and other provisions, which would extend development and building regulations to lessen vulnerability of new buildings and facilities to flooding due to sea level rise and/or increased rainfall rate.					
Incorporate accurate data from Maine Coastal Mapping Initiative for latest data for current and projected land use patterns and precipitation amounts.					
Consider prohibiting artificial hardening of estuary and river shorelines, with possible exceptions granted in the case of an imminent threat to a primary residence structure or critical public infrastructure.					
Discuss man-made wetlands and ponds.	**Earldean**	Updated Constructed Wetlands ordinance passed by Planning Board. Scheduled for Town Council in September 2022			
Review timber harvesting regulations.	**Earldean / Staff**	Discussed issue with Code Enforcement Officer. Researching options.			

ITEM	**LEAD**	**ACTIONS TAKEN**
Discussion of uses & updated use table.	**Staff**	Ongoing
Review and update of development processes & requirements.	**Staff**	Recodification addresses this subject. Ongoing analysis of newly idenfitied issues.

TOWN OF KITTERY

Planning and Development
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TO: PLANNING BOARD
FROM: JASON GARNHAM, AICP
DIRECTOR OF PLANNING AND DEVELOPMENT

SUBJECT: **2023 PLANNING BOARD GOALS**

DATE: FEBRUARY 23, 2023
CC:

For Discussion Only:

The start of a new year brings setting of annual goals by Kittery Town Council and various boards and committees. Staff rely on expressly stated goals to prioritize and evaluate projects during the coming year. Planning Board goals typically focus on amending land use and development standards and evaluating permitting procedures to reflect community goals and needs. Identifying and correcting zoning standards that conflict with Comprehensive Plan goals are especially important. Board meeting bylaws and procedures for communication with staff may also be considered. 2022 Planning Board Action Items included review of housing-related zoning amendments, clarification of overlay zones, and review of development standards and permit processes. Many of these items remain salient but new issues may also be considered. Changes in staffing and board membership increase the relevance and importance of a goal- and action-setting effort.

References:
Town Council and Town Manager 2023 Annual Goals: Microsoft Word - 2023 Town Council and TM Goals (kitteryme.gov)
Comprehensive Plan 5-Year Action Plan: Microsoft Word - 5 Year Action Plan (kitteryme.gov)
Kittery 2015-2025 Comprehensive Plan: Kittery 2015-2025 Comprehensive Plan | Kittery ME

2022 Planning Board Action Items

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TOWN COUNCIL & TOWN MANAGER
ANNUAL GOALS
2023

Town Council Goals

Council Conduct

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

Affordability

- Increase housing stock for those meeting affordability guidelines:
    - Support community conversations around understanding affordable housing and its role in Kittery (3.3, 4.1, 4.2, 8.5)
    - Direct funding, where appropriate, to the Housing Fund (4.1, 4.2)
    - Ensure compliance with new state laws relative to affordable housing (aka LD2003)

Community

- Amend where necessary and appropriate, Town ordinances, policies, and practices to assure fairness, equity, and inclusion for all Kittery residents and visitors. (7.1)
    - Support the work of the Diversity, Equity, and Inclusion Committee as they identify barriers and opportunities to achieve the Town's DEI objectives.
- Continue implementation of plans to control traffic, reduce speeds in Kittery neighborhoods, including:
    - Implementation of JLUS recommendations with respect to public transportation and remote satellite parking (5.1, 5.4)
    - Implementation of bike/ped master plan recommendations (5.2, 5.3)
- Assess Memorial Field for potential improvements that will support the demand for high quality playing fields (2.2,7.2)
- Encourage broad citizen involvement in Town governance (7.1)
- Explore expanding recreation opportunities in town such as creating a skate park (2.2)

Climate Resilience

- Support adoption of a comprehensive Kittery Climate Action Plan (9.1, 9.2)
- Create a climate resilience reserve fund (9.1, 9.2)
- Support ordinances to protect the shoreland zone (8.1, 8.2)

Fiscal Responsibility and Town Services

- Adopt a budget that is progressive, responsible, responsive to community expectations and needs (7.4)
- Encourage the Town Manager's continued assessment of the effectiveness of Town service delivery (7.1)

References to Comprehensive Plan Objectives in ( )

Town Manager Goals

Support Council's efforts to implement the Comprehensive Plan 5 Year Action Plan (see Council Goals)

Develop and propose a plan for the Comprehensive Plan Update due in 2025.

Support long term planning and growth management objectives:

- Identify programs, grants, and property acquisitions that retain or increase working waterfront access (6.1, 6.2)
- Complete Gorges Road expansion project and effect the relocation of the ambulance service to the Gorges Road Fire Station
- Complete analysis of absorbing the ambulance service as a town-run function
- Complete the review and recommendation process for the Business Park Zone (formerly Mixed Use Neighborhood Zone) (3.2, 3.5)
- Assist the Kittery Water District in its State Road land use efforts (3.3)
- Implement a program to improve communication around affordable housing needs and options in Kittery (4.1, 4.2)
- Complete the sale of tax foreclosed properties and assist in the implementation of affordable housing on these properties. (4.1, 4.2)

Climate Action

- Implement building LED light conversion (9.2)
- Begin development of a comprehensive multi-year plan to reduce the carbon footprint of municipal operations in accordance with the Climate Action Plan (9.2)

Social and Racial Equity and Justice

- Continue efforts to attract a diverse candidate pool for town positions, boards, commissions, and committees (4.1, 4.2)
- Implement changes in Kittery's signage, buildings, and materials to be inclusive and welcoming to all (4.1, 4.2, 7.1, 7.2)

Enhance Financial Stability

- Produce a 2024 budget that seeks to respond to service expectations of the community, and appropriately addresses unmet needs and responds to growing inflation (7.4)

Enhance Municipal Services

- Launch Police Citizens Academy and expand to other areas as appropriate
- Implement short-term recommendations from Bike/Ped Master Plan (5.2, 5.3, 9.1)
- Complete five-year strategic planning effort for Library and present recommendations
- Advance the integration of general assistance with our local social service agencies
- Complete KCC Campus Master Plan and present recommendations (2.2)
- Complete Memorial Field Assessment and present recommendations (2.2)
- Assist in the explore expanding recreation opportunities in town such as creating a skate park (2.2)

References to Comprehensive Plan Objectives in ( )

TOPIC AREA	GOAL	ACTION ITEMS	STATUS
PRIMARY OBJECTIVES			
2 – Natural Resources & Recreation	Establish mechanisms to protect visual assets such as creating a **photographic documentation of scenic vistas** and establishing an historic preservation committee to create a comprehensive **inventory of historic resources**. These are the first steps in helping to protect and promote those visual assets that contribute to Kittery's uniqueness. (2.1)	• Conduct an inventory of historic resources, including landscapes, archaeological resources and buildings.	
2 – Natural Resources & Recreation	Review existing **hunting regulations** and provide public education regarding these to improve the safety of residents especially in the Town Forest, while at the same time protecting resident's right to carry firearms and hunt. (2.2)	• Create signage about hunting safety and regulations at Town Forest & Rogers Park	

TOPIC AREA	GOAL	ACTION ITEMS	STATUS
3 - Economic Development	Engage in targeted **outreach to business and industry sectors** marketing Kittery's economic development areas. (3.5)	• Improve town website and have routine maintenance. • Identify similar business or industry partners who may have insights on what businesses in those sectors are looking for in terms of amenities, infrastructure, costs/revenues, workforce characteristics, etc. • Talk with brokers and real estate agents about marketing property in Kittery. • Work with land owners to actively market properties through websites and brokers.	
4 – Housing	Undertake to complete a Comprehensive town-wide **Housing Plan** that will document existing supply and identify needs and ways of meeting these, including methods for encouraging the development of affordable housing (e.g. creation of new types of housing, including workforce housing, and housing for seniors wishing to downsize, etc.). (4.1)	• Create a scope and request for proposals to undertake a comprehensive town-wide housing plan. Plan should include in-depth analysis of housing supply, demand, and strategies to encourage a variety of housing types and prices points. • Explore possibility of local regional planning commission undertaking the study on behalf of the town.	
5 – Transportation	Evaluate Town-wide current **parking** conditions and policies and revise to meet development goals by improving management of existing spaces and exploring shared parking and other strategies. (5.4)	• Review and revise town code to support goal.	

TOPIC AREA	GOAL	ACTION ITEMS	STATUS
7 - Municipal Facilities, Services, & Fiscal Capacity	Increase and improve **communication** with Town residents. Using a variety of modes including the internet and cable TV in innovative ways will help to keep residents more informed and connected to town government. (7.1)	• Become more efficient by streamlining the permitting process. • Update town's GIS maps and establish a system for continuous update. • Explore ways of reaching the largest number of residents and conduct outreach to actively recruit volunteers, especially representation of demographics that are currently missing or underrepresented. • Develop clear messaging regarding what the boards and committees do, roles and expectations and information regarding opportunities and benefits of participation.	
7 - Municipal Facilities, Services, & Fiscal Capacity	Educate residents about town planning roles and processes and ensure that **planning and town management processes** are open, transparent, informative, inclusive, respectful and welcoming. (7.1)	• Explore the use of communication technologies to increase the communication between residents and Town government. • Revise Town Code so that regulations are clear and easy to use and are aligned with Comprehensive Plan goals.	

TOPIC AREA	GOAL	ACTION ITEMS	STATUS
7 - Municipal Facilities, Services, & Fiscal Capacity	Develop a **long-range plan for the library** including where the library will be located (renovation and expansion on existing site, new building on another site) and whether the Library should become a Town Department. (7.2)	• Explore possibilities and compare and contrast advantages and disadvantages of sites being considered for Library facility. • Consider converting the Library to a Town Department. • Support Library Director's efforts to support literacy, digitize the library's collection of photographs, and to provide support and programming for the increasing elderly population.	
7 - Municipal Facilities, Services, & Fiscal Capacity and 8 – Land Use	**Guide development** to areas already served by public utilities, resulting in a more efficient and cost-effective use of these public services. (7.3) (8.1)	• Direct new development where feasible, to vacant or underutilized sites and buildings; direct development away from areas with natural constraints, key wildlife or open space corridors, protected shorelands, and areas where public utilities are not yet available and would be costly to extend. • Add utilities map to GIS. • Establish efficient permitting procedures, especially in areas designated as "growth areas" in Future Land Use Plan.	
8 – Land Use	Review, update and incorporate where appropriate, the recommendations from the **Foreside** Forums. Residents have expressed much enthusiasm for recent improvements in the Foreside and support for future infill development that is appropriate in scale and activity. (8.3)	• Study the opportunities and challenges associated with the Foreside area to determine if the zoning district boundaries should change in the future. Identify desired uses. Identify the regulations and infrastructure needed to support the future of the area.	

TOPIC AREA	GOAL	ACTION ITEMS	STATUS
9 - Coastal Community Resilience	Complete a **climate adaptation study** to plan for the potential impacts of sea level rise and prepare for extreme weather events (9.1)	• Complete a Climate Adaption Study.	

TOPIC AREA	GOAL	ACTION ITEMS	STATUS
SECONDARY OBJECTIVES			
2- Natural Resources & Recreation	Working with the Kittery Land Trust, develop a **strategy for open space acquisition**, setting priorities for parcels to be included. (2.1)	• Complete an inventory of open spaces in Kittery. • Consider purchase of unprotected open spaces. • Create/amend zoning to prohibit destruction of wetlands (high value, wildlife corridors) and add farmland and unprotected open space for review. • Revisit the inventory of scenic views defined in the 1999 Comprehensive Plan Update, making a photographic record (survey) and updating the inventory, as needed.	
2- Natural Resources & Recreation and 8 – Land Use	**Protect existing open lands**, including farmlands and wetlands from over-development by implementing effective strategies such as larger minimum lot sizes in the rural residential zone. As one way of preserving Kittery's rural character, review and revise the **cluster zoning ordinance** and provide incentives for developers to use the ordinance. (2.1) (8.1) (8.2)	• Review/Revise Cluster Zoning Law	

TOPIC AREA	GOAL	ACTION ITEMS	STATUS
2- Natural Resources & Recreation	Reduce **dog and horse waste** at area open spaces through enhanced enforcement and public education. (2.2)	• Increase awareness regarding enforcement of pet waste ordinance, support the efforts of the Police. • Establish Volunteer Dog Patrol.	
2 – Natural Resources & Recreation and 5 – Transportation and 6 – Marine Resources and 7 - Municipal Facilities, Services, & Fiscal Capacity	Continue to support **healthy lifestyle choices and wellness** by increasing **recreational opportunities** for all ages, evaluating the Athletic Fields Master Plan, improving **walking and biking** infrastructure so that it is safe and pleasant, ensuring appropriate recreational **access to the waterfront**, and increasing awareness of existing resources. Updating the Sidewalks Conditions Report (5.2.1) and developing a Bike Plan are among the specific steps recommended (2.2) (2.2.6) (5.2) (6.1) (7.2)	• Monitor athletic field planning process. • Evaluate opportunities for providing bike infrastructure on roads including bike lanes, wide shoulders and "Share the Road" signs (ex. "sharrows" and stencils). • Develop a sidewalk and pedestrian plan including updating sidewalk conditions report and inventory to identify existing conditions and gaps in the pedestrian network. Identify opportunities for new trails. • Work with schools, Community Center and Town Departments to prioritize sidewalk projects on town-owned facilities and recreational areas. • Update street and publicly owned shade tree inventory.	

TOPIC AREA	GOAL	ACTION ITEMS	STATUS
3 - Economic Development	Collaborate with property owners in the area around the **Route 1 corridor** to identify strategies towards making mutually beneficial changes to the area including exploring options to redevelop commercial properties with mixed use (e.g. retail, housing, office) and consider zoning amendments such as an overlay district to provide more flexibility concerning permitted uses. (3.3) (8.5)	• Draft a scope of work for planning, market analysis, and transportation engineering services to re-envision the Route 1 area.	
6 – Marine Resources and 8 – Land Use	Continue to support Kittery's **maritime based economy** including the fishing and shell fishing industry by maintaining access to the working waterfront and creating innovative avenues to better connect fishing to the local economy. (6.2) (8.4)	• Conduct poll/outreach/meetings with commercial fishermen and boat operators to determine need (KPA). • Conduct poll/outreach/meetings with commercial fishermen and boat operators to identify areas where navigation is difficult or impossible due to shallow depths (KPA).	
6 – Marine Resources	Increase awareness in residents and business owners with regard to the **effects of pollutants, pesticides, and stormwater runoff** and evaluate Town Code regarding the **use of pesticides and herbicides with chemicals, in waterfront areas and town-wide**. Providing information and incentives for greener practices will help to mitigate these environmental hazards. (6.3)	• Prepare easy-to-read materials that summarize Kittery's water quality challenges and the effects of pollutants and pesticides. Distribute to property and business owners, and post on municipal website.	

TOPIC AREA	GOAL	ACTION ITEMS	STATUS
8 – Land Use	Consider an **Adaptive Reuse Ordinance** to guide redevelopment of existing buildings. By promoting the reuse of existing structures more efficient development can occur in areas already services by public utilities and protecting open land from development. (8.1)	• Consider adopting a demolition delay ordinance. • Consider adopting Adaptive Reuse Ordinance.	
9 - Coastal Community Resilience	Develop a Plan for Town facilities and property owners to transition to **low and zero impact energy sources** (9.2)	• Establish a timeline for converting all Town-owned buildings to renewable energy.	