



TOWN COUNCIL & TOWN MANAGER ANNUAL GOALS 2024

Town Council Goals

Council Conduct

- Continue to conduct Council business respectfully as we work toward consensus and capitalize on our experiences and diversity
- Encourage and support new, creative ideas and reasonable risk taking for the advancement of the community

Affordability

- Continue to 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)
- Consider establishing Housing and Transportation TIFs in key areas of Town
- Support Joint Land Use Study strategies to address affordable housing and expanded transportation options.

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 efforts of Traffic and Parking Ad Hoc Committee and adopt Traffic Calming and Parking Management policies (5.4)
- Guide evaluation and funding strategies for the implementation of the Memorial Field Rehabilitation and KCC Master Plan

Climate Resilience

- Identify funding strategies for key Climate Action Plan initiatives.
- Revise ordinances to require and permit only water-dependent uses along the shore (CAP 5)
- Adopt Low Impact Development ordinance to reduce impervious surfaces and preserve natural landscapes and native vegetation (CAP 2)
- Amend Shoreland Overlay Zone ordinance to respond to increasing storm surge and flooding. (CAP 5)
- Advance greater electrification of the Town's operations and fleet (9.2, CAP23)
- Actively engage with regional partners to advocate for:
 - Statewide limits on residential use of fertilizers, pesticides, and herbicides (CAP 4)
 - Expansion of public transit in southern Maine (CAP 18)

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 Town needs and the effectiveness of Town service delivery (7.1)
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Town Manager Goals

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

Launch the Comprehensive Plan Update and include robust public engagement and incorporation of various existing plans and input including the Climate Action Plan, DEI Committee review, Bike/Ped Master Plan, housing goals, Joint Land Use initiatives, Library Strategic Plan, among others.

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)
- Recommend amendments to the Business Park Zone that reflect the hydrological study, community objectives, and market analysis (3.2, 3.5)
- Evaluate opportunities to establish TIF districts for housing and transportation.

Climate Action

- Inventory heat islands, street trees, shade areas, and develop plan to plant more trees and install shade trees. (CAP 6)
- Develop and implement community strategies for public health advisories about climate-related health risks (CAP 7)
- Working with PNS and York County Emergency Management review and update evacuation routes, signage, and maps to direct people away from flood and climate-related hazards (CAP 11)
- Implement DOE Energy Efficiency Block Grant to incentivize and support residential weatherization and energy efficiency improvements for low and mid-income residents (CAP 12)

Social and Racial Equity and Justice

- Develop programs, recognitions, and activities that engage the community and draw attention to the diversity of annual celebrations observed throughout the community
- Assist in the implementation of regular diversity education/engagement programs that bring community members together, celebrates the diversity of Kittery, and increases the sense of belonging for all people

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)
- Propose a budget that sufficiently provides for the public safety needs of the community in the areas of Fire, Police and Dispatch.
- Engage in the upcoming successor collective bargaining agreements with the goal of balancing recruitment and retention of high-quality staff with affordability for the community.

Enhance Municipal Services

- Launch Police Citizens Academy and expand to other areas as appropriate
- Continue to implement short-term recommendations from Bike/Ped Master Plan (5.2, 5.3, 9.1)
- Finish development of the five-year strategic plan for the Library and present recommendations
- Develop a funding plan for the implementation of the Memorial Field Rehabilitation and KCC Master Plan
- Create a youth “club” that offers drop in/unscheduled youth activities at the KCC
- Increase access to passive recreation opportunities for young adults by expanding the Pop Up game pod initiatives and other programs
- Continue to grow community awareness and access to official Town information by providing learning opportunities for navigating the Town’s website, social media accounts, and other community and input tools
- Investigate cell service improvements for Kittery Point



TOWN OF KITTERY

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TO: PLANNING BOARD
FROM: JASON GARNHAM, AICP
DIRECTOR OF PLANNING AND DEVELOPMENT
SUBJECT: 2023 PLANNING BOARD GOALS
DATE: JANUARY 12, 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. 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 2022 Annual Goals: [Microsoft Word - 2022 Town Council and TM Goals \(kitteryme.gov\)](#)

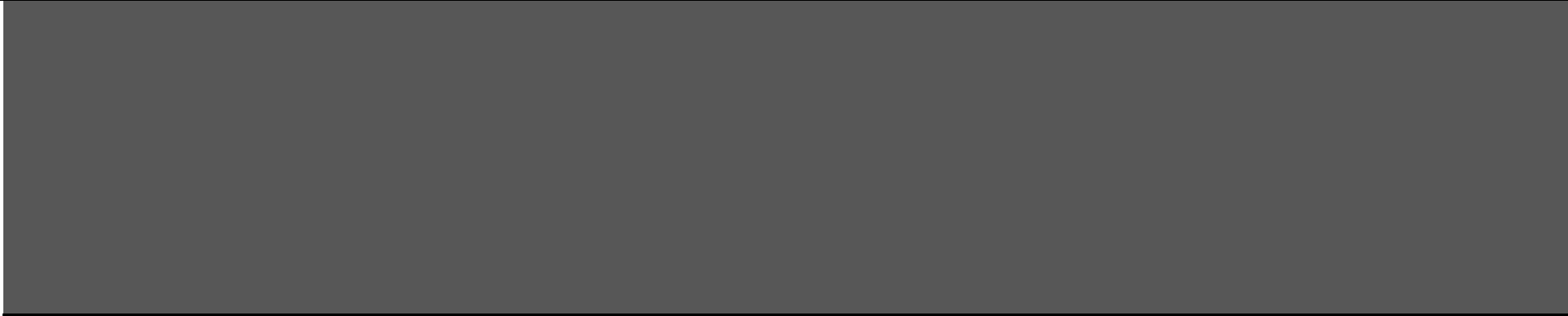
Town Manager 2022 Annual Goals: [Microsoft Word - 2022 Town Council and TM Goals \(kitteryme.gov\)](#)

Comprehensive Plan 5-Year Action Plan: [Microsoft Word - 5 Year Action Plan \(kitteryme.gov\)](#)

2022 Planning Board Action Items

ITEM	LEAD	ACTIONS TAKEN
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
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.
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
Fence ordinance	PB - Russell	Discussion at 8/25 PB meeting centered on protecting viewsheds (listed in Comp Plan) from blocking by fences.
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.
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 identified issues.





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)

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)

LAND USE & NATURAL ENVIRONMENT

Helping our environment respond to climate change.

1. Direct growth to areas with existing infrastructure and low flood risk



- Implement coastal flood hazard ordinance.
- Refine ordinance to allow increased density in areas with sewer, water, energy transmission, public transit, and other amenities.
- Identify long-term strategies to reclaim coastal land for resiliency and public access.

2. Advance use of Low Impact Development practices



Refine Low Impact Development (LID) ordinance to:

- Allow and promote reduction and/or alternatives to impervious surfaces and stormwater runoff to limit groundwater rise and erosion.
- Require limit on soil disturbance.
- Require preservation and maintenance of natural landscapes with native vegetation.
- Allow and promote nature-based stormwater solutions.



3. Preserve and protect natural areas and local farms/food producers



- Expand protection and preservation of critical ecosystems such as salt and freshwater marshes.
- Direct development away from flood-prone areas.
- Monitor shoreland buffer modifications and fine violators.
- Refine subdivision ordinance to require more open space in zones with no public utilities.
- Add seasonal farmstand definition to ordinance and remove regulatory barriers for establishing seasonal farmstands.

4. Limit use of fertilizers, pesticides, and herbicides



- Advocate for statewide limits on residential use of fertilizers, pesticides, and herbicides, particularly in shoreland areas.
- Amend ordinances to require more climate resilient landscaping.

5. Preserve and revitalize working waterfronts



- Adopt policies and ordinances that limit or remove barriers to access to coastal areas and working waterfront.
- Promote access to the fishing, landing, and processing of sustainable food sources from the waterfront, and encourage development of new/emerging fisheries and aquaculture.
- Support infrastructure at dock and marine facilities to enable electric fleets.
- Support the development of aquaculture.
- Permit only water-dependent uses along the shore.
- Require future coastal development/redevelopment to be climate/flood resilient and energy-efficient.



6. Maintain and increase tree cover and access to shade



- Develop a Town-wide tree program to encourage protection and planting of climate-resilient trees.
- Inventory heat islands, street trees, and shade areas, and develop a plan to plant more trees and install shade areas.



RESILIENCY



ELECTRIFICATION



EFFICIENCY

HEALTH, SAFETY & WELL-BEING

Increasing health, safety, & well-being as the climate changes.



7. Provide advisories on health impacts of climate and extreme weather events



- Develop and implement communication strategies for public health advisories about climate-related health risks.
- Develop a plan for "Resilience Hubs" that can provide critical services during a disruption or health event.

8. Enhance planning for disaster response and mitigation for current and emerging climate hazards



- Develop town-level plans for climate hazards including loss of electrical service, extreme precipitation and flooding, extreme temperatures, wildfires, and drought.
- Create a coordinated climate and health response team to address disasters and establish a network for pre- and post-event coordination.
- Enhance collaboration with York County Emergency Management Agency on hazard mitigation planning.

9. Assess potential impacts of groundwater rise on septic systems and wells



Advocate for a regional groundwater modeling effort to identify areas of risk for groundwater rise and saltwater intrusion.



10. Provide education on public health impacts of climate change



- Implement community and school-based programs to educate the community about public health impacts – including vector-borne diseases, low air-quality days, and heat-related illness.
- Ensure education includes additional information-sharing methods for contacting "harder-to-reach" audiences (e.g. vulnerable populations, seasonal workers).

11. Evaluate and update evacuation routes to reflect current and future flood risk areas



Review and update evacuation routes, along with the signage and maps that direct people away from flood hazard areas.

BUILDING & ENERGY EFFICIENCY

Making our buildings and energy systems resilient to climate change.

12. Increase efficiency in public and private buildings



- Support weatherization outreach programs that provide resources and information on efficiency evaluation, Efficiency Maine incentives, contractors, and financing options.
- Create incentives to build energy efficient affordable housing within Town.
- Support the adoption of higher efficiency building codes at a regional level.
- Support monitoring of energy efficiency in municipal and school facilities – along with planning for additional efficiency measures.



13. Support efforts by Efficiency Maine to transition single family homes and other buildings to heat pumps



- Support usage of state and federal heat pump adoption programs for single family homes.
- Support current town plans to transition more municipal buildings to heat pumps. Encourage the school system to consider opportunities to transition to heat pumps.

14. Encourage distributed renewable energy



- Support community solarization programs that provide resources and information on solar evaluation, Efficiency Maine incentives, contractors, and financing options.
- Actively engage in discussions of off-shore wind and other renewable sources at the regional level.
- Continue to evaluate municipal and school property for renewable energy opportunities.

15. Support improved grid resilience



Support regional-level planning in cooperation with utilities to ensure a strong grid in the transition to greater electric dependency and for all potential crises.



16. Promote resilient building designs



- Encourage that building designs and modifications that consider both current and potential future hazards from climate change.
- Ensure critical facilities consider climate-related weather risks in both location and design and ensure they have plans for resiliency.
- Promote reuse or rehabilitation of buildings and homes.

17. Promote hazard disclosure for property transactions



Encourage the State to require flood risk disclosures for all property transactions.

TRANSPORTATION, ROADS & UTILITIES

Making our transportation systems and infrastructure ready for climate change.

18. Expand access to and use of public transportation services



Mount a concerted regional effort towards expansion of public transportation throughout southern Maine.

19. Direct development to areas of town with public utilities, public transportation and essential services



- Modify land use codes to promote infill development.
- Redevelop brownfield sites to increase housing stock.

20. Improve bikeability and walkability



Improve and expand the walkability and bikeability of our roadways with safe, comfortable, and convenient paths, sidewalks, and bikeways.



21. Reduce paved areas in new development and redevelopment projects



- Review and amend parking ordinances to reduce minimum requirements and build in flexibility.
- Review and update minimum parking space dimensions and parking lot design, including compact car spaces where appropriate.



22. Expand electric vehicle charging on public and private land



- Expand public EV charging locations through public/private partnerships – including in existing publicly-accessible but privately-owned lots and on the waterfront and wharfs.
- Require EV chargers or EV-ready parking in new development and redevelopment projects.

23. Increase public and private use of electric vehicles



- Transition municipal, school, and public transit fleets to EVs.
- Ensure the public has user-friendly information and resources to encourage and assist with purchasing EVs.
- Continue to push for EV charging stations along state/interstate highways as well as locally.

24. Protect critical water-related infrastructure



Assess and protect critical assets such as drinking water, wastewater and stormwater management infrastructure that will be impacted by sea level rise, storm surge, flooding and extreme weather events associated with climate change.

25. Assess vulnerability and improve resilience of transportation infrastructure



- Assess impacts of heat, groundwater and sea level rise on local transportation infrastructure (roads, culverts and bridges) to understand vulnerabilities.
- Plan and conduct appropriate upgrades such as raising or relocation of transportation infrastructure.
- Amend road design standards to include climate resilience.
- Adopt a policy stating the Town will only consider adopting roads that meet updated standards.



RESILIENCY



ELECTRIFICATION



EFFICIENCY

LEADERSHIP & CAPACITY

Fostering leadership and support to implement our Climate Action Plan.



26. Ensure municipal decision-making and funding strategies considers resilience and sustainability



- Adopt protocols to account for environmental conditions of today and tomorrow in municipal decision-making.
- Include funding for resilience and sustainability infrastructure investments in annual budgets and capital plans. Provide ongoing funding for staff to plan and implement projects.

27. Grow municipal capacity to support and implement climate adaptation strategies



Provide town departments with the resources, space, staff, and training needed to identify, evaluate, plan, and implement adaptation approaches.

28. Engage the community, schools, and local businesses in ongoing sustainability and resilience efforts



- Encourage more residents and local companies to take action in their own homes and businesses by providing support, education, and programs.
- Maximize composting of organic material, recycling and reuse, and reduce the use of single-use plastic in Town operations.



29. Advocate for resiliency and sustainability education at the state level



- Ensure incorporation of climate change and resiliency into core and project-based learning requirements.
- Provide opportunities for sharing information, successes, and lessons learned throughout the region and state.

