



TOWN OF KITTERY
200 Rogers Road, Kittery, ME 03904
Telephone: (207) 475-1329 Fax: (207) 439-6806

WORKSHOP
5:00 P.M.

The Town Council will meet with the Town Manager and Comprehensive Plan Update Committee to discuss the Comprehensive Plan.

January 22, 2018

Council Chambers

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

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 - 1/8/18
8. Interviews for the Board of Appeals and Planning
9. All items involving the town attorney, town engineers, town employees or other town consultants or requested officials.
10. PUBLIC HEARINGS

(010318-1) The Kittery Town Council moves to hold a public hearing and hereby ordains amendments to Title 2 Administration and Personnel – Lead Dispatcher, of the Kittery Town Code.
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

(010118-9) The Kittery Town Council moves to sign a Release Deed, releasing tax liens to Robert Mason, for property located at 34 Stevenson Road, Kittery, Maine, identified as Assessor's Tax Map 29, Lot 27 to be effective 1/8/18.

13. NEW BUSINESS

a. Donations/gifts received for Council disposition.

(010318-2) The Kittery Town Council moves to accept the following donations:

- \$500 from James L. and Elizabeth B. Gamble to be deposited in account # 2063-43600 Kittery Community Center
- \$100 from Karyn De Nicola to be deposited in account #2082-43600 KCC Play Grounds

b. (010318-3) The Kittery Town Council moves to approve the disbursement warrants.

c. (010318-4) The Kittery Town Council moves to schedule a public hearing to transfer Other Funds between accounts.

d. (010318-5) The Kittery Town Council moves to adopt the Town Council's 2018 goals.

e. (010318-6) The Kittery Town Council moves to adopt the Town Manager's 2018 goals.

f. (010318-7) The Kittery Town Council moves to adopt the Town and School FY'2019 budget goals.

14. COUNCILOR ISSUES OR COMMENTS

15. COMMITTEE AND OTHER REPORTS

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

16. EXECUTIVE SESSION

17. ADJOURNMENT

Posted: January 18, 2018

WORKSHOP MATERIAL



TOWN OF KITTERY
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Telephone: 207-475-1329 Fax: 207-439-6806

REPORT TO TOWN COUNCIL

Meeting Date: December 27, 2017
From: Kendra Amaral, Town Manager
Subject: Comprehensive Plan Update
CC: Russell White, Chair of Comprehensive Plan Update Committee
Councilor Sponsor: N/A

FOR YOUR INFORMATION

In accordance with the Town Charter Section 14.03, amendments, changes, revisions or repeal of the comprehensive plan, or adoption of a new comprehensive plan are subject to disposition through a municipal election.

The most recent Comp Plan update project began in 2015. A team of consultants led the town through a number of public visioning sessions, gathered input from an online public-engagement tool, and assisted the Comprehensive Plan Update Committee (CPUC) through the development and editing of the Draft Comp Plan Update.

On July 20, 2017 the state review was completed and the draft plan was determined to be complete and consistent.

The Planning Board voted on July 20, 2017 to recommend the Comp Plan Update, with non-substantive revisions, to the Council.

COMP PLAN UPDATE

Attached is the Executive Summary of the Draft Comp Plan Update and a draft Action Plan. The Executive Summary is part of Volume 1 of the Draft Comp Plan Update. Volume 1 in total reflects the vision, input, goals, and objective ideas of the community gathered through an in-depth public input process. Volume 2 contains an inventory of existing conditions and resources. Volume 3 is a record of the public process used to develop the draft Comp Plan Update.

Working with CPUC, we have also developed a 5-year action plan which identifies the specific objectives to be focused on in the immediate term. The action plan was developed utilizing the action options identified in Volume 1, and serve to focus effort and energy on achievable and measurable action towards implementation of the Comp Plan.

NEXT STEPS

Attached is a schedule of steps required to bring the Comp Plan Update to a vote on the November 2018 ballot. The schedule includes a workshop with CPUC and the Council. The workshop will focus on the Executive Summary and Action Plan, and gather feedback from the

Council. Following the Council workshop, CPUC will advertise and conduct its required public hearing.

We do not anticipate substantive changes to the Comp Plan Update at this point in the process, as the plan is reflection of the input gathered through the development process. Nevertheless, we have built time into the schedule for a second state consistency review after the CPUC public hearing if necessary.

Council approval to place the Comp Plan Update adoption on the ballot for November 2018 will be sought in the summer.

Next Steps:

- January or February – CPUC/Council Workshop to Review Executive Summary and Action Plan

No action of the Council is required at this time; however I encourage you to review the Executive Summary and Action Plan. All three volumes are available in full online. Please visit kitteryme.gov and click on the Projects Tab on the home page. If you wish to receive a hard copy of the full Draft Comp Plan Update, please let me know and we will be happy to provide it in hard copy.



STATE OF MAINE
DEPARTMENT OF AGRICULTURE, CONSERVATION & FORESTRY
BUREAU OF RESOURCE INFORMATION & LAND USE PLANNING
93 STATE HOUSE STATION
AUGUSTA, MAINE 04333

PAUL R. LePAGE
GOVERNOR

WALTER E. WHITCOMB
COMMISSIONER

July 20, 2017

Gary Beers, Town Council Chair
Russell White, Comprehensive Plan Update Committee Chair
Town of Kittery
200 Rogers Road
Kittery, ME 03904

Dear Mr. Beers and Mr. White;

The Department of Agriculture, Conservation & Forestry thanks the Town of Kittery for submitting its comprehensive plan for review for consistency with Maine's Growth Management Act.

Upon accepting your plan for review, we solicited comments from relevant state agencies and your regional planning organization. We subsequently received comments from the Southern Maine Planning & Development Commission (SMPDC) and the Maine Departments of Transportation (DOT), Inland Fisheries & Wildlife (DIFW), Agriculture, Conservation & Forestry (DACF), Health & Human Services (DHHS), and Environmental Protection (DEP). Those written comments were attached to our Notice of Incompleteness, dated 5/18/2017. In response to the notice and comments, as well as subsequent suggestions from this office, the Town submitted plan revisions via emails dated 6/26/2017 and 7/20/2017. With those revisions, the plan not only incorporates the elements we had identified as being missing from the original submission, but it also includes several other improvements and clarifications.

We now have completed our review and are pleased to inform you that we find the Town of Kittery Comprehensive Plan 2015-2025, dated March 2017, with revisions submitted through 7/20/2017, to be **consistent** with the Growth Management Act.

We appreciate the efforts of the Comprehensive Plan Update Committee, its consultants, the Town Planner, and all the other officials and citizens who contributed to this plan. Thanks to the skill and hard work of all involved, this plan will provide important guidance to the Town's decision-makers for years to come.

Again, thank you for submitting your plan for our review. Please don't hesitate to contact me at 287-3860 or phil.carey@maine.gov if you have any questions.

Sincere Best Wishes,

Phil Carey
Senior Planner
Municipal Planning Assistance Program

cc (via email): Chris DiMatteo, Town Planner
Lee Jay Feldman, Southern Maine Planning and Development Commission

MUNICIPAL PLANNING ASSISTANCE PROGRAM
22 STATE HOUSE STATION
18 ELKINS LANE, HARLOW BUILDING
AUGUSTA, ME 04333



PHONE: (207) 287-3860
WWW.MAINE.GOV/DACF/MUNICIPALPLANNING

**Review and Adoption Schedule
2015 - 2025 Comprehensive Plan**

DATE	ACTION	NOTES
COMPLETE	Update Executive Summary and Action Plan	Update documents with comments and input received from the Planning Board in July.
December 2017	Issue Updated Executive Summary and Action Plan	Provide as an "FYI" to Council in packets.
January - February 2018	CPUC and Town Council Workshop	CPUC to lead a workshop with Council and to gather input on the Comp Plan Exec Summary & Action Plan content.
March 2018	CPUC 30-Day Public Hearing Notice Issued (required by MRS)	
April 2018	CPUC Public Hearing and Final Edits	
April 2018	Submit revised plan to state for review	State review to ensure no significant changes were made. If they deem changes are significant, a second consistency review may be required.
July 2018	Council Schedule Public Hearing on Ballot Measure	
August 2018	Council Hearing on Ballot Measure	
November 2018	Comprehensive Plan Vote to Adopt	

KITTERY COMPREHENSIVE PLAN
 5 YEAR ACTION PLAN
 PRIMARY OBJECTIVES

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

KITTERY COMPREHENSIVE PLAN
 5 YEAR ACTION PLAN
 PRIMARY OBJECTIVES

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)	<ul style="list-style-type: none"> • Improve town website and have routine maintenance. • Identify similar business or industry partners who may have insights on what businesses in those sectors are looking for in terms of amenities, infrastructure, costs/revenues, workforce characteristics, etc. • Talk with brokers and real estate agents about marketing property in Kittery. • Work with land owners to actively market properties through websites and brokers. 	
4 - Housing	Undertake to complete a Comprehensive town-wide Housing Plan that will document existing supply and identify needs and ways of meeting these, including methods for encouraging the development of affordable housing (e.g. creation of new types of housing, including workforce housing, and housing for seniors wishing to downsize, etc.). (4.1)	<ul style="list-style-type: none"> • Create a scope and request for proposals to undertake a comprehensive town-wide housing plan. Plan should include in-depth analysis of housing supply, demand, and strategies to encourage a variety of housing types and prices points. • Explore possibility of local regional planning commission undertaking the study on behalf of the town. 	
5 - Transportation	Evaluate Town-wide current parking conditions and policies and revise to meet development goals by improving management of existing spaces and exploring shared parking and other strategies. (5.4)	<ul style="list-style-type: none"> • Review and revise town code to support goal. 	

KITTERY COMPREHENSIVE PLAN
 5 YEAR ACTION PLAN
 PRIMARY OBJECTIVES

TOPIC AREA	GOAL	ACTION ITEMS	STATUS
7 - Municipal Facilities, Services, & Fiscal Capacity	Increase and improve communication with Town residents. Using a variety of modes including the internet and cable TV in innovative ways will help to keep residents more informed and connected to town government. (7.1)	<ul style="list-style-type: none"> • Become more efficient by streamlining the permitting process. • Update town’s GIS maps and establish a system for continuous update. • Explore ways of reaching the largest number of residents and conduct outreach to actively recruit volunteers, especially representation of demographics that are currently missing or underrepresented. • Develop clear messaging regarding what the boards and committees do, roles and expectations and information regarding opportunities and benefits of participation. 	
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)	<ul style="list-style-type: none"> • 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. 	

KITTERY COMPREHENSIVE PLAN
 5 YEAR ACTION PLAN
 PRIMARY OBJECTIVES

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)	<ul style="list-style-type: none"> • Explore possibilities and compare and contrast advantages and disadvantages of sites being considered for Library facility. • Consider converting the Library to a Town Department. • Support Library Director’s efforts to support literacy, digitize the library’s collection of photographs, and to provide support and programming for the increasing elderly population. 	
7 - Municipal Facilities, Services, & Fiscal Capacity and 8 – Land Use	Guide development to areas already served by public utilities, resulting in a more efficient and cost-effective use of these public services. (7.3) (8.1)	<ul style="list-style-type: none"> • Direct new development where feasible, to vacant or underutilized sites and buildings; direct development away from areas with natural constraints, key wildlife or open space corridors, protected shorelands, and areas where public utilities are not yet available and would be costly to extend. • Add utilities map to GIS. • Establish efficient permitting procedures, especially in areas designated as “growth areas” in Future Land Use Plan. 	
8 – Land Use	Review, update and incorporate where appropriate, the recommendations from the Foreside Forums. Residents have expressed much enthusiasm for recent improvements in the Foreside and support for future infill development that is appropriate in scale and activity. (8.3)	<ul style="list-style-type: none"> • Study the opportunities and challenges associated with the Foreside area to determine if the zoning district boundaries should change in the future. Identify desired uses. Identify the regulations and infrastructure needed to support the future of the area. 	

KITTERY COMPREHENSIVE PLAN
 5 YEAR ACTION PLAN
 PRIMARY OBJECTIVES

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)	<ul style="list-style-type: none"> • Complete a Climate Adaption Study. 	

KITTERY COMPREHENSIVE PLAN
 5 YEAR ACTION PLAN
 SECONDARY OBJECTIVES

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

KITTERY COMPREHENSIVE PLAN
 5 YEAR ACTION PLAN
 SECONDARY OBJECTIVES

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

KITTERY COMPREHENSIVE PLAN
 5 YEAR ACTION PLAN
 SECONDARY OBJECTIVES

TOPIC AREA	GOAL	ACTION ITEMS	STATUS
3 - Economic Development	Collaborate with property owners in the area around the Route 1 corridor to identify strategies towards making mutually beneficial changes to the area including exploring options to redevelop commercial properties with mixed use (e.g. retail, housing, office) and consider zoning amendments such as an overlay district to provide more flexibility concerning permitted uses. (3.3) (8.5)	<ul style="list-style-type: none"> • Draft a scope of work for planning, market analysis, and transportation engineering services to re-envision the Route 1 area. 	
6 – Marine Resources and 8 – Land Use	Continue to support Kittery’s maritime based economy including the fishing and shell fishing industry by maintaining access to the working waterfront and creating innovative avenues to better connect fishing to the local economy. (6.2) (8.4)	<ul style="list-style-type: none"> • Conduct poll/outreach/meetings with commercial fishermen and boat operators to determine need (KPA). • Conduct poll/outreach/meetings with commercial fishermen and boat operators to identify areas where navigation is difficult or impossible due to shallow depths (KPA). 	
6 – Marine Resources	Increase awareness in residents and business owners with regard to the effects of pollutants, pesticides, and stormwater runoff and evaluate Town Code regarding the use of pesticides and herbicides with chemicals, in waterfront areas and town-wide . Providing information and incentives for greener practices will help to mitigate these environmental hazards. (6.3)	<ul style="list-style-type: none"> • Prepare easy-to-read materials that summarize Kittery’s water quality challenges and the effects of pollutants and pesticides. Distribute to property and business owners, and post on municipal website. 	

KITTERY COMPREHENSIVE PLAN
 5 YEAR ACTION PLAN
 SECONDARY OBJECTIVES

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 serviced by public utilities and protecting open land from development. (8.1)	<ul style="list-style-type: none"> • Consider adopting a demolition delay ordinance. • Consider adopting Adaptive Reuse Ordinance. 	
9 - Coastal Community Resilience	Develop a Plan for Town facilities and property owners to transition to low and zero impact energy sources (9.2)	<ul style="list-style-type: none"> • Establish a timeline for converting all Town-owned buildings to renewable energy. 	

EXECUTIVE SUMMARY

Kittery is a special place. Its residents agree and very much enjoy living here. Visitors know one Kittery – the discount retail outlets and the beautiful seaside public parks. The Town has many more features known to residents who jealously guard some of these secret spots. Some residents fear that limited capacity to accommodate large numbers of visitors may result in the destruction of sensitive environmental quality and detract from the ability to enjoy them.

Kittery is a community of contrasts. On the one hand, it is a quiet, waterfront residential community. It has beautiful natural and historic features and both a working waterfront as well as a scenic seaside drive. It is also a major employment center (both the Portsmouth Naval Shipyard and the Outlet Mall area provide a large number of jobs). The goal of this plan is to find a way to balance these and other competing interests to maximize the quality of life in Kittery.

EXECUTIVE SUMMARY: CONTENTS

**Purpose: What is A Comprehensive Plan
Why Plan?**

Process

Kittery Voices: Public Process

Inventory and Assessment of Existing Conditions

Vision, Goals and Objectives

A Vision for Kittery's Future

Goals and Objectives

Recommendations

Three Best Practice Planning Principles

Highlights of Plan Recommendations

Top 25 Key Recommendations

Top 24 Ripe Apples (“low hanging fruit”)

Future Land Use Map

Implementation: Next Steps

PURPOSE: WHAT IS A COMPREHENSIVE PLAN?

A Comprehensive Plan is a roadmap to help guide decision-making about the future of a municipality. It is:

- A basis for decision-making for future development
- A process leading to a plan of action based on a town’s shared values and goals
- A set of priorities for addressing the full range of issues facing a town

How to use a Comprehensive Plan

- Guidance for future decision-making
- Menu of good ideas (from the public and best practice) are recorded as a suggested starting place for moving forward
- Understanding that not all actions are possible
- Choices will have to be made and vetted
- Priorities will have to be continually re-evaluated

Comprehensive Plan is an important opportunity to think about:

How can we make Kittery an even better place to live, work and play?



Logo developed for Comprehensive Plan, developed by local Kittery artist, Holly Elkins

WHY PLAN?

Updating a municipality’s Comprehensive Plan in addition to making the Town eligible for State and other grants and sending a message to prospective investors regarding what the Town would like to see in terms of development, it is an opportunity to:

- Take stock, review objectives, direction and priorities
- Examine resource allocation: existing and optimal
- Need to update (last Comprehensive Plan was updated in 1999)
- Be proactive and affect future decision making
- Support eligibility for grant programs and public funds

State of Maine Planning Office identifies 3 reasons to create a Comprehensive Plan consistent with Maine’s Growth Management Act

- Legal protection for the Town’s ordinances
- To qualify for state grant and loan programs
- Support for good planning and land use management (“good planning makes good communities”)
 - Sustain rural living and vibrant village centers
 - Preserve healthy landscape and walkable communities
 - Balance economic prosperity with quality of life
 - Protect working waterfronts and community farms
 - Develop discussion among neighbors
 - Develop a basis for sound decisions in town management

PROCESS

The process is comprised of a number of steps and includes the following:

A Public Process that solicits public input in articulating a vision and set of goals to form the foundation of the Plan as well as feedback on the strategies with which to achieve and implement these.

- What do we have?
- What do we want?
- What is most important?
- How do we get there?

Inventory and Assessment of Existing Conditions to understand key issues, opportunities and challenges and how they potentially impact the future.

Implementation Plan of Policy Directives and Action Steps that identifies lead responsible parties and potential partners for implementation as well as existing resources and priority items.

The Comprehensive Plan is organized in three volumes: Volume I is the Plan, Volumes II and III are appendices, to be used as reference documents.

VOLUME I: THE COMPREHENSIVE PLAN

VOLUME II: Inventory and Assessment of Existing Conditions

VOLUME III: Documentation of Public Input

THE PLAN IS A COLLECTION OF GOOD IDEAS

- Can be overwhelming to navigate at first
- Is intended to be a resource and starting point for further discussion, exploration, and vetting
- Sets a direction, a roadmap that will need to be continually updated

What does a Comprehensive Plan look at?

- Identifies features to preserve
- Identifies what needs to change
- Identifies resident concerns
- Identifies needed improvements
- Ensures that Kittery’s desirable features are preserved and challenges are addressed

KITTERY VOICES: PUBLIC PROCESS

Kittery’s residents, business owners and town officials were invited to participate in a variety of forums including town-wide public workshops and on-line forum, a survey, and interviews with a range of individuals. Their input was used to develop the vision and goals. This then formed the basis for the Comprehensive Plan.

PUBLIC FORUMS

- 3 town-wide public forums
- 1 on-line survey
- continuous on-line conversation
- website
- teen visioning session
- 10 Steering Committee meetings
- 4 Joint Workshops: Planning Board/Steering Committee
- Meetings with Town Department Heads
- 32 leadership interviews

THREE UNDERLYING THEMES

The following three themes were identified as underlying much of the community conversation:

- Preserve the town’s character
- Increase and improve connections
- Promote a multi-generational Kittery

Preserve the town’s character

One of the main underlying themes of the community conversation was that of a desire to “protect and maintain what we have rather than spend resources on acquiring more.”

- Preserve open space and other natural features, working waterfront, and historic buildings - while guiding additional development to desirable locations.
- Ensure that the diversity of people in terms of socio-economics can continue to live in Kittery (affordable housing and jobs)
- Support the diversity of land uses that make up the Town (“wild”

Responses from March 12, 2016

Visioning Forum Favorite Things

- Cultural and historical assets
- Foreside
- Recreational access to natural assets
- Coastline

Also:

- Public parks
- Rural character
- Demographic diversity
- Sense of community

Least Favorite Things

- Dysfunctional town government
- Not pedestrian-friendly
- Traffic

Also:

- Biking is difficult
- Lack of parking
- Town codes
- School system
- Lack of protection of historic and natural resources

landscapes, Foreside, outlets, working waterfront, quiet residential neighborhoods, etc.)

Increase and improve connections

- Safer and more pleasant walking and biking physical connections
- Communication and access to information
- Provide more opportunities for social connections by providing opportunities for community gathering (through an enhanced Foreside, a 21st century library, expanded programming at the KCC, increased public space on the water, and improved walking and biking infrastructure)

Promote a multi-generational Kittery

- Wholesome activities for youth (including improved and increased recreational opportunities, safe ways of getting around town and more youth involvement in planning for the future)
- Support healthy aging in place (with affordable housing appropriately sized and located for seniors, as well as activities and transportation geared to this population)
- Provide opportunities for multi-generational activities

A summary of the public's comments is provided in the Introduction to this report. More detailed documentation of the public process is compiled in **Volume III: Summary of Public Input**.

Responses from March 12, 2016 Visioning Forum

If you could do one thing to improve Kittery... what would it be?

- Sidewalks and bike lanes
- Establish Town planning process
- Improve school system
- Increase sustainability
- Improve town government

Also:

- Provide affordable housing
- Resolve and complete library plan
- Support small businesses
- Parking plan
- Historic preservation
- Preserve open space
- More public spaces
- Increase recreational opportunities



INVENTORY AND ASSESSMENT OF EXISTING CONDITIONS

What Kittery HAS

An inventory of existing conditions was conducted for the following ten Topic Areas:

- History, Historic/Archaeological Resources
- Natural Resources, Water Resources, Agricultural & Forest Resources, Recreation and Open Space
- Population & Demographics
- Economy
- Housing
- Transportation & Circulation
- Public Services & Facilities
- Marine Resources
- Fiscal Capacity
- Land Use

The assessment and inventory are summarized in this report and more comprehensively documented in **Volume II of this Comprehensive Plan.**

HIGHLIGHTS OF THE INVENTORY OF EXISTING RESOURCES

- The population of Kittery has remained relatively stable, possibly slightly declining (*this trend is expected to continue*)

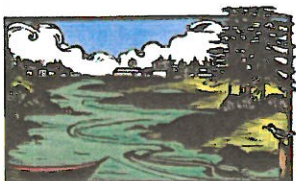
- Between 2000 and 2014, residents aged 55 to 64 increased by 65% (*this trend is expected to continue*).
- The Town’s waterfront (approximately 34 miles of shoreline) plays an important role in the town’s development, recreation and commercial activity
- 65% of housing is owner-occupied (*this is lower than in many surrounding towns*)
- Household size is shrinking and the number of residents over 65 is growing.
- 74% of the housing stock was built after 1940
- Kittery contains 28 acres of federal and state-owned recreation facilities
- There are 6 primary economic development areas (*they differ in types of activity and intensity*)
- Portsmouth Naval Shipyard provides a range of employment opportunities.
- The Outlet area may present a redevelopment opportunity in the future (*on-line shopping, competition from regional outlet malls*).
- The recently revitalized Foreside District is very much appreciated by residents

EXECUTIVE SUMMARY

- The underdeveloped land zoned as Business Park was recently sewered and has potential for development.
- There are reported parking shortages in various parts of Town.
- More commuters are using alternative modes of transportation (*The number of carpoolers, bicycle and walk trips has increased since 2000*), there is a need and an expressed desire to accommodate bicyclists and walkers with appropriate facilities.
- Some municipal services are provided regionally, perhaps there are additional opportunities to gain such efficiencies.
- Between 2010 and 2015, the local tax rate increased by 10 percent.
- Approximately 78% of Kittery's valuation is derived from residential properties, with only 22% coming from commercial and industrial.
- State aid to Kittery has been shrinking, increasing reliance on locally-generated taxes.
- Over 57% of land in Kittery is residential.
- 8% is commercial, industrial and institutional
- 21% is open space



The following Summary Sheets provide an overview of the inventory by Topic Area.



Kittery's Historic, Cultural & Archaeological Resources

CENTURIES-LONG HISTORY & MANY EXTANT HISTORIC RESOURCES

- Humans have inhabited the Kittery area for centuries, beginning with Native peoples, the Abenakis, who sought shellfish along the coast, and Europeans who came in the early 1600s, establishing the Town of Kittery in 1647 making it the oldest incorporated town in the State of Maine. Many of Kittery's natural features and circulation routes retain Abenaki or early European settlers' names.
- Three major activities have dominated Kittery's economy over its 300+-year history and shaped its landscape – military fortifications, fishing, shipbuilding and tourism. Forts have stood in Kittery near the mouth of the Piscataqua River since the early 1700s, established first to protect from British invasion, and later domestic and foreign wars. Shipbuilding came to dominate the Kittery economy beginning in the mid-1600s, and continues today in the form of submarine repair and retrofitting at the Portsmouth Naval Shipyard, established in 1800. Beginning in the mid-1800s, Kittery became a tourist destination, with several large hotels built along the coast and one at Appledore Island in the Isles of Shoals. In the late-20th century Kittery became a regional shopping destination, with the addition of the Kittery Outlets along Route 1.
- Kittery retains many historic buildings and landscapes, some dating to the earliest European settlement. The town has listed three districts (First Congregational Church, Isles of Shoals and Portsmouth Naval Shipyard) on the National Register of Historic Places, as well as thirteen individual properties and one monument.
- One of the individually-listed properties – the Lady Pepperrell House -- also has been designated a National Historic Landmark, one of 44 statewide and one of 5 in York County.
- Two local repositories contain a majority of artifacts documenting Kittery's history, the Kittery Historical and Naval Museum and the Portsmouth Naval Shipyard Museum. The former (a private organization) is open seasonally, and the latter (operated by the U. S. Government) is accessible by pre-arranged tour only. Additional historical materials (primarily documents) are held by the Town Clerk and in the Maine Room of the Rice Public Library.
- Much of Kittery's history lies within historic landscapes scattered throughout the town, including the two forts, Wood Island Life Saving Station, Celia Thaxter's Garden (Isles of Shoals), remains of train and trolley systems, and over 130 cemeteries and burying grounds.

SUPPORT FOR LOCAL ARTS AND CULTURAL ACTIVITIES

- Kittery is home to many working artists and several public and private organizations provide venues for showcasing artists' work.
- The Kittery Community Center, a facility owned and operated by the town, contains the 171-seat STAR Theatre as well as the Morgen Gallery, an exhibit space located in the heart of the center.
- The former Wentworth Dennett Elementary School, located on Government Street, has been successfully renovated to provide artists' studio spaces.

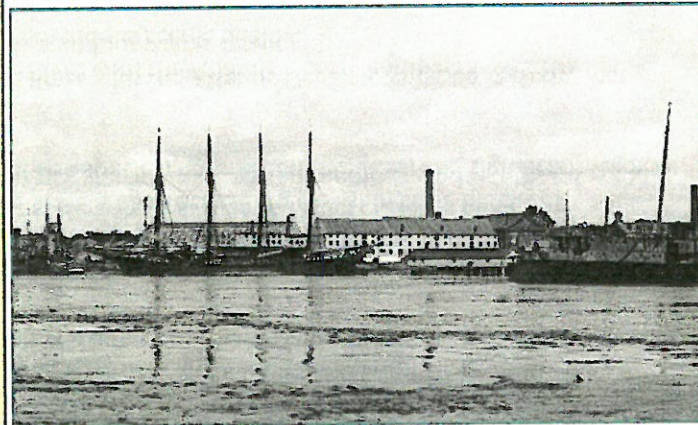
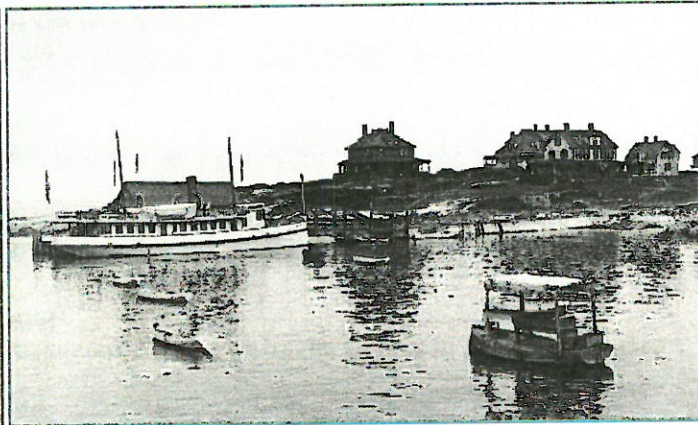
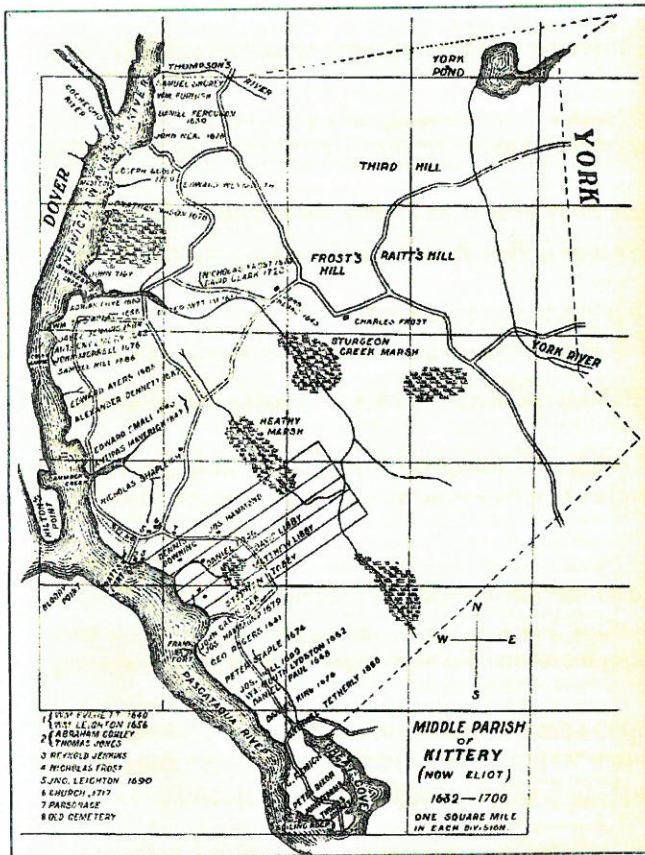


The Lady Pepperrell House, built in 1760, is a National Historic Landmark and one of the most treasured historic properties in the Town of Kittery.

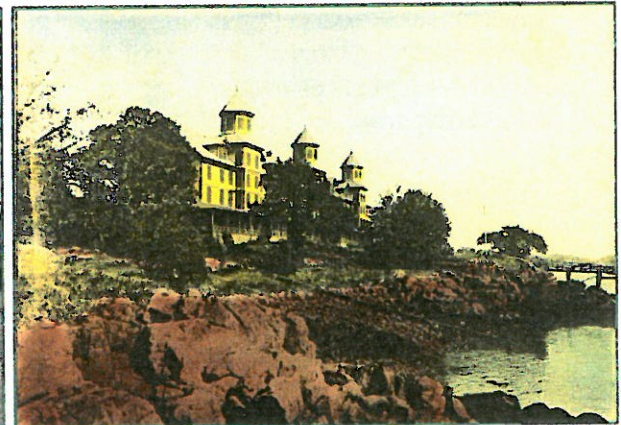
WHAT DOES IT MEAN?

- Kittery's historic and cultural resources possess local, regional and national significance, and therefore merit protection.
- The town lacks an historical commission or other entity to serve as a steward for historic resources and help ensure their protection.
- The town lacks a comprehensive inventory of historic resources and a strategy to preserve and protect them.
- The existing Shoreline Overlay Zone has provided a mechanism for protecting the town's coastline from the impact of new development. Similar approaches to historic resource protection are needed in other parts of town.
- The energized local arts community contributes significantly to the quality of life in Kittery.

Kittery Comprehensive Plan: Inventory and Assessment of Existing Conditions



- Images of Kittery provide highlights of its past:
- A map depicting Kittery in the 17th century (far left) illustrates the early settlement's close association with the Piscataqua River
 - The Isles of Shoals (center top), an early fishing center, later became home to a large hotel
 - The Portsmouth Naval Shipyard (center middle), established in 1800, continues as a major industry today
 - The Champernowne Hotel (far right), built in 1890, was one of several late 19th and early 20th century resorts dotting Kittery's coastline
 - Government Street, ca. 1900 (bottom), served pedestrians, horse-drawn vehicles, and trolleys



Kittery's Natural Resources, Open Space & Recreation Resources 2



MANY DISTINCTIVE NATURAL RESOURCES

- Geology, topography and soils in Kittery reflect its geographic location along the Atlantic coast. Bedrock closely underlies much of the town, interspersed with pockets of marine soils and glacial outwash.
- Five watersheds cover most of Kittery, with the largest extending along the Piscataqua River and Spruce Creek. Many smaller tributaries feed these waterways.
- Kittery has relatively few fresh water sources.
- Kittery contains very little farmland and supports just three active farms.
- Kittery supports five rare natural community and one ecosystem types as defined by the Maine Natural Areas Program, including Salt-hay Saltmarsh, Coastal Dune-marsh Ecosystem, Dune Grassland, Low Sedge Fen, Oak-Hickory Forest, and White Oak-Red Oak Forest.
- Kittery supports thirteen rare plants including Allegheny Vine, American Sea-blite, Bitternut Hickory, Bottlebursh Grass, Mountain-laurel, Northern Wild Comfrey, Red-root Flatsedge, Saltmarsh False-foxglove, Spicebush, Spotted Wintergreen, Scarlet Oak, Wild Coffee, and Wild Garlic.
- There are two *Beginning with Habitat Focus Areas* located in Kittery: Brave Boat Harbor-Gerrish Island Focus Area and York River Headwaters Focus Area. These are landscape scale areas because they exist in large blocks of undeveloped lands and contain rich concentrations of at-risk species, natural communities, and significant wildlife habitats.
- The town's location at the confluence of the Piscataqua River with the Atlantic Ocean, combined with the many historic buildings and landscape features, give Kittery tremendous scenic quality.

SIGNIFICANT OPEN SPACE RESOURCES

- Of Kittery's 12,000 acres and 30 miles of coastline, approximately 14% of the acreage and 10% of the coastline have been protected through a variety of conservation methods.
- While the State of Maine and Town of Kittery own some of this protected land, the majority has been conserved through the efforts of the Kittery Land Trust (840 acres) and Maine Coast Heritage Trust (408 acres).
- Kittery is also the southern "anchor" of the Rachel Carson National Wildlife Refuge, with its Brave Boat Harbor division, located in northeast Kittery, covering 400 acres.
- Kittery's scenic roads, including Route 103, are some of the town's most treasured assets. Visitors come from far and wide to drive the winding routes and take in historic and sea-facing views.



Seapoint Beach, located at the far eastern end of Kittery, is a popular recreation spot, but also a feeding area for several species of migratory birds.

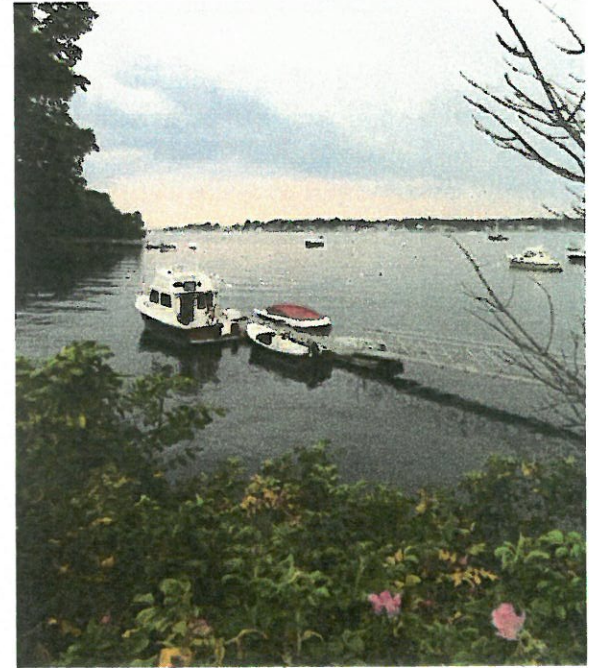
WHAT DOES IT MEAN?

- Kittery's location at the mouth of the Piscataqua and along the Atlantic coast is its most defining natural feature.
- The presence of bedrock underlying most of the town, combined with the many surface waters and associated floodplain areas, limits the extent of new development.
- Kittery Water District supplies 70% of Kittery Residential drinking water, which is sourced from surface waters in York.
- While 10% of Kittery's 30-mile coastline has been protected through efforts of several public and private entities, much of this area remains unprotected.
- The scenic quality of Route 103 is partially protected by the town's Shoreline Overlay Zone regulation. Additional work is needed to protect scenic views and viewsheds.

- The town's Conservation Commission is charged with reviewing protecting the natural resources located within the territorial limits of the town.
- The Kittery Open Space Advisory (KOSAC) is tasked with maintaining an inventory of public open space and making recommendations to the Town Manager about acquiring and/or selling/gifting/transferring this space.

RECREATION RESOURCES IN MANY FORMS

- Kittery contains 28 acres of federal and state-owned recreation facilities, including both active and passive recreation sites. Two of these sites are open to all.
- The town maintains several historic sites (Fort Foster, Wood Island) which provide recreational opportunities, as well as many athletic fields and playgrounds.
- The Kittery Community Center, opened in 2011 at the former Frisbee Elementary School on Rogers Road, provides active recreation facilities (gymnasium, fitness center) and offers recreation-oriented programs to users of all ages.
- A master plan for Kittery's athletic fields, completed in 2014, outlined the need for greater access to facilities, and need to eliminate overlap of facilities, and the need to rest fields on an ongoing basis.
- Access to the water (Piscataqua River and Spruce Creek) is limited by the small number of launches, slips, moorings and parking spaces near these sites.
- Kittery contains an extensive network of trails, both at formal recreation facilities, and on conservation lands. While used by many, the trails do not currently connect to one another, and are not widely publicized.
- Sportsmen and women hunt throughout the year, in approximately three-quarters of the town, including some residential areas. Hunting is not permitted in the area to the west of Haley Road and south of Interstate 95.



The Piscataqua River provides access to the Atlantic and associated maritime-related recreational activities.



The historic Rustlewood Farm, operated by the Johnson Family, covers 300 acres straddling the Kittery-Eliot line and is protected by a conservation easement.

WHAT DOES IT MEAN?

- The popularity of Fort Foster and Fort McClary as active and passive recreation sites places demands on limited staffing.
- The one regulation size soccer field in Kittery is in very high demand and in general, the town's fields are over utilized (in part because the town does not maintain separate practice fields), complicating maintenance tasks.
- Opportunity exists to better promote the town's system of trails and to create better connections between trail segments.
- Opportunity exists to provide more access to Kittery's waterways.



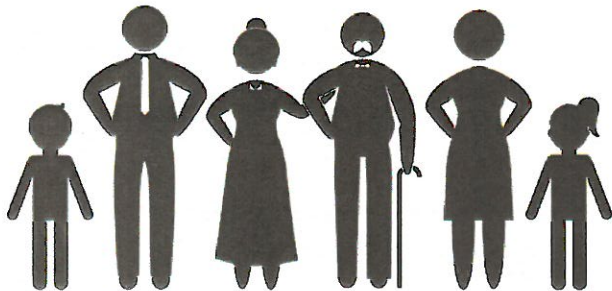
Kittery's Demographics

POPULATION AND DEMOGRAPHICS

- Total population for Kittery has remained relatively stable since 1970, and that trend is projected to continue through the year 2032 (US Census, State of Maine Projections)
- Kittery is an aging community; between 2000 and 2014, residents ages 55 to 64 increased by 65 percent (US Census)
- The number of family households in Kittery with children under the age of eighteen has declined since 2000 (US Census)
- School enrollment in Kittery has remained stable with the exception of fluctuations due to military families moving to Kittery for short term assignments at the Naval Shipyard. During the 2014/15 school year, approximately 18 percent of children enrolled in the Kittery school system were from military families (Kittery School District)
- The current population in Kittery is very stable, with over 86 percent of residents living in the same home they did a year ago (US Census)
- The median age of those coming from another country to live in Kittery was seventy-two (US Census)
- Since 2000, the median household income in Kittery has grown from \$45,067 to \$60,205 in 2014 (US Census)

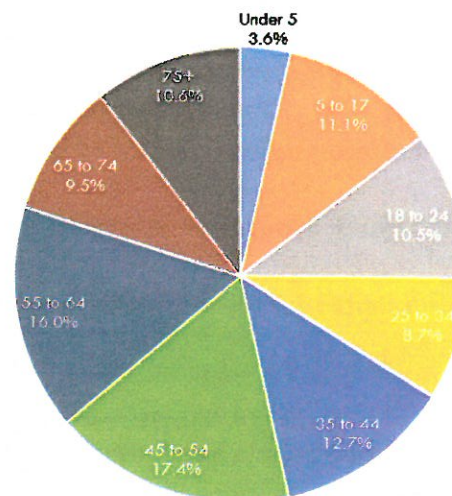


Kittery's estimated population in 2014 was 9,649 (US Census)



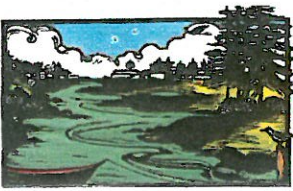
Total population is projected to decline by 6 percent through the year 2032 (State of Maine)

Kittery's Population by Age



WHAT DOES IT MEAN?

- Kittery's population has not grown in over 45 years, which does not stimulate new housing demand for families
- The senior population is growing as existing residents are getting older, which may require more targeted housing for seniors
- The Town should consider ways to attract and retain a younger population to help fill jobs, support local businesses, and support the town's tax base



Kittery's Housing Resources

4

HOUSING RESOURCES

- For 2014, the American Community Survey estimates the total number of housing units in Kittery to be 5,144 (2010-2014 ACS)
- Sixty-five percent of Kittery's housing stock is owner-occupied which is lower than many surrounding towns with the exception of Portsmouth (2010-2014 ACS)
- Kittery has a relatively young housing stock, with 74 percent of residential structures built after 1940 (2010-2014 ACS)
- The American Community Survey estimates median owner-occupied housing value at \$292,200 and median monthly rent of \$1,232 (2010-2014 ACS)
- The Town does have several age-restricted housing options for residents over fifty-five



Kittery has a diversified housing stock in a desirable location

Household size is shrinking, and the number of residents over 65 is growing in Kittery.



What implications does this have for future housing needs?

4%

Percentage Kittery's median home values have increased since 2010

7%

Percentage Kittery's median rent values have increased since 2010

WHAT DOES IT MEAN?

- Kittery's housing prices are increasing, making it harder for residents to afford to live in Kittery
- Housing that is affordable for younger single-person and family households is an important component of maintaining the Town's workforce and stimulating economic development
- With a growing senior population, the Town should consider ways to create housing that is affordable, accessible, and located in places with access to amenities



Kittery's Economy

LABOR FORCE

- Total labor force is comprised of 5,624 people, which equals a 68 percent participation rate
- The majority of Kittery residents are employed in educational services, healthcare, and social assistance
- The Naval Shipyard contributes to the professional, scientific, management and administrative services sectors
- Six primary employment sectors are: manufacturing, professional services, public administration, retail trade, food services, educational services, and healthcare
- The average weekly wage in Kittery is \$1,404 per week

PRIMARY ECONOMIC DEVELOPMENT AREAS

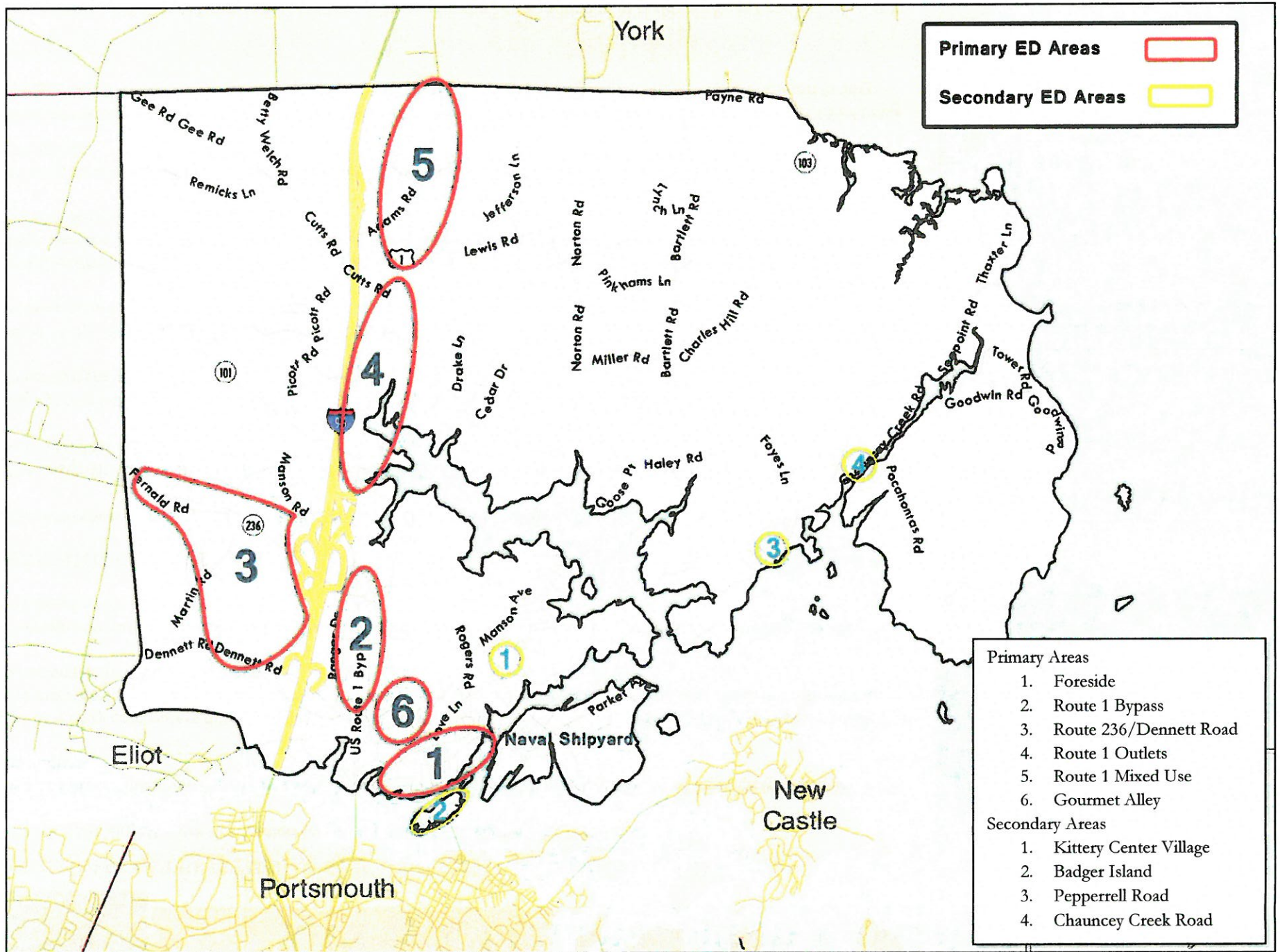
- **Downtown/Foreside:**
 - One of Kittery's more unique and interesting commercial areas with a mix of retail, restaurants, and daily service needs
 - Accessible by car, walking, or biking
- **Route 1 Bypass Area:**
 - Areas is zone Commercial 3 (C-3) and allows for the provision of general retail sales, services, and business space
 - Current businesses include a hardware store, motels, a fitness center, automotive repair shop, brewery, and sewage disposal plant
- **Route 236/Dennett Road Area:**
 - Currently mostly undeveloped, the business park area does have sanitary sewer line infrastructure already installed
 - Existing uses along Route 236 are small-scale commercial developments such as machine shops, office buildings, and a seafood wholesaler
- **Route 1 Outlet Area:**
 - Aside from the Foreside, this is one of Kittery's oldest and most successful economic development areas; the outlets generate property tax revenue and draw customers locally and regionally
- **Route 1 Mixed Use Area:**
 - The area is zoned Mixed Use with the primary purpose of providing office, service, and residential uses
- **Gourmet Alley:**
 - An interesting mix of



Kittery has an eclectic mix of restaurants, retail, and housing.

WHAT DOES IT MEAN?

- Kittery's employment base includes a large number of lower-wage retail, restaurant, hospitality, service, and entertainment workers which are impacted by cost of living increases
- The Town should begin to think about business diversification along the Route 1 corridor as regional competition in outlets grows
- The success of the Foreside and Route 1 Outlet Corridor shows the Town should continue investing in economic development areas
- The Town has many commercial zoning districts. Is this necessary? Should some be consolidated or changed?





Kittery's Transportation Resources

6

TRAVEL CHARACTERISTICS

- Kittery is the largest work destination for Kittery and KACTS community residents.
- 85% of Kittery households have 1 or 2 vehicles compared with state average of 74%. 6% of households in Kittery have no vehicle.
- 71% of Kittery commuters drive alone and 22% use other modes. The number of carpoolers, bicycle trips and walk trips has increased since 2000. Use of bicycle increased from 0.5% in 2000 to 2.4 percent in 2014, which represents 100 additional commuters who biked.
- Average commute time = 21 minutes, shorter than state average. The number of commuters traveling less than 10 minutes has decreased since 2000.

OPERATING CONDITIONS

- The main source of congestion on local roadway is during shift changes at the Portsmouth Naval Station.
- The unsignalized intersection of Shapleigh Road/Whipple Road/Woodlawn Avenue operates with congestion and long vehicle delays during peak periods.
- I-95: 37,500 vehicles per day (vpd); US Route 1: 17,000 vpd; and SR Route 236: 18,700 vpd; US Rt. 1 Bypass: 15, 700 vpd (Year 2011) have the highest daily traffic volumes.
- Most of the roadway segments experienced decrease in daily traffic volume between 2010 and 2013. Shapleigh Road increased up to 22% during this period.
- The Department of Public Works (DPW) has a policy for local roadway maintenance called the Road Surface Management System. Typically, the roadways with ratings of less than 50 would be on the priority list for maintenance in a given years.
- Kittery has approximately 73 miles of roadways including I-95. Kittery has several scenic roads classified into three categories.
- Most of the bridges in Kittery received a Federal Sufficiency Rating (FSR) above 50. Viaduct and Sarah Mildred Long Bridge have the lowest ratings of 16.4 and 21, respectively. Memorial Bridge replacement was completed in 2013.

SAFETY

- According to the annual Town report for 2013, Kittery experienced a reduction in accidents by 10% compared to 2012.



Unsignalized intersection of Shapleigh Road/Whipple Road/Woodlawn Avenue

WHAT DOES IT MEAN?

- Kittery is served well by I-95, Route 1 and Route 1 Bypass.
- More commuters are biking and walking to their work. New sidewalks, pedestrian safety improvements, and expanded bicycling accommodations could be beneficial.
- When I-95 experiences congestion, particularly during summer months, local roadways experience congestion and are used as cut-throughs.
- Route 103 is a narrow, winding roadway shared by vehicles, motorcycles, and bicyclists, particularly on warm weather weekends.

- There were six high crash locations in Kittery between 2011 and 2013, which are:
 - Intersection of Mason Road, Piccott Road and Wilson Road;
 - Intersection of Haley Road/US Route 1 and Trafton Lane;
 - Intersection of New State Road & Rogers Road State Road;
 - Intersection of Ramp off to Rogers Road Extension Road South Bound;
 - End of US 1 Bypass/Intersection of US 1 Bypass & US 1 Bypass South Bound; and
 - Intersection of Entrance to Maine Outlet/Entrance to Shop Center, US SHOP CTR, US 1: Non Int US 1.

PEDESTRIANS & BICYCLES

- Most of the sidewalks in Kittery are along US Route 1 and in the urban downtown area. The DPW maintains a Sidewalk Condition Report.
- Approximately 2.5-miles of the Eastern Trail runs through Kittery from the Maine State Line on the Memorial Bridge to Dennett Road.
- The Route 236 bike route runs through Kittery.
- The KACTS is working with the Town of Kittery on upgrading the Route 1 Bypass to make it more pedestrian friendly.
- Route 103 is included in Tour 8 of MaineDOT's "Explore Maine by Bike" book. Tour 8 provides 3 tour loops that are 12, 17 & 22 miles long.

TRANSIT

- In Kittery, the COAST provides year round fixed-route limited transit services at Portsmouth Naval Shipyard. Out of five COAST routes, four are express commuter routes.
- Paratransit service, ridesharing program and van services are available to Kittery residents through various organizations, including YCCAC, York Hospital, GoMaine, vRide, Enterprise Rideshare, and Kittery Community Center.
 - YCCAC provides "Local Rides" service in Kittery on Fridays, with destinations in Kittery, Portsmouth and Newington.
- A shuttle bus service use to operate on Route 103 in Kittery, but it has not been provided for several years.
- Currently, there is no passenger rail service into Kittery. The nearest stations from Kittery are Dover, New Hampshire and Wells, Maine. There is a freight service to the Portsmouth Naval Shipyard.

PARKING

- There is a shortage of parking spaces in the Foreside area during peak periods.
- Parking at access points to the water during summer months is difficult for both residents and visitors.



Intersection of State Road and Rogers Road, one of the high crash locations.

WHAT DOES IT MEAN?

- Fixed-route bus services in Kittery are only available at Portsmouth Naval Shipyard.
- There is a desire for shuttle service but the demand is not high enough for applying for grant.
- Parking shortages at Foreside area and limited parking at access points to the water during the summer.

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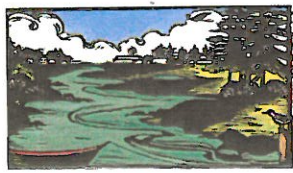


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Kittery's Public Facilities & Services



WELL MAINTAINED FACILITIES

- The **Municipal Complex/Town Hall** building is in very good condition and has room for expansion if needed in the future.
- **Public meeting space** is available at the Town Hall, the schools, the Library, and Community Center and is adequate.
- Kittery has a variety of indoor and outdoor **recreational resources**
 - The **Kittery Community Center**, run by the Recreation Department provides a wide range of facilities and programs to Kittery residents of all ages (including a gymnasium, fitness room, theater, and classrooms).
 - The **Port Authority** manages 575 moorings (the majority of which are at Pepperrell Cove), four piers and additional moorings in various other locations along the Town's shoreline.
 - There are also a number of **parks, beaches and conservation lands** for Kittery residents to enjoy.
 - Additional **Athletic fields** are needed to meet the needs of the Town's youth.
- **Sustainability.** The Energy Efficiency Committee works with the Town Manager and Council to adopt energy programs, projects and policies to develop more sustainable energy practices.
- Kittery's three **public schools** are adequate in terms of size and condition to meet current needs as well as those in the foreseeable future. Approximately 90% of school-aged children in Kittery attend public schools. There are some fluctuations in enrollment due to military families with short-term assignments at the Shipyard. There is capacity at all three schools for a small increase in enrollment; no significant increase is expected.
- The **Library** is currently operating out of two facilities that do not meet overall space needs and having two buildings is inefficient and causes inconvenience to both patrons and staff.
- The **Police Department**, located next to Town Hall in the Municipal Complex, is more than adequate to meet current and future needs (the second floor shell space could be used for expansion if needed in the future).
- The **Fire Department** operates from two fire stations, both in good condition, with the exception of the fact that nether station has sleeping quarters. The Fire Department is having a harder time recruiting volunteers than in the past.
- **Emergency Medical Service** is provided by American Ambulance New England. They operate out of the former Walker Street Fire Station which is leased to AANE for free; in exchange they provide free Ambulance service to all Town employees. They also serve the Town of Eliot from this location.
- Kittery does not have a Council on Aging. The Community Center provides activities and York County Community Action Corporation partners with Southern Maine Agency on Aging to provide **services to Kittery's seniors**. Between 2000 and 2014, residents age 55 to 64 increased by 65 percent, and the number of elderly residents is expected to continue to increase.

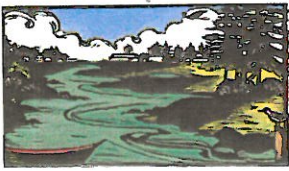


The Municipal Complex houses the majority of the Town's administrative offices.

WHAT DOES IT MEAN?

- The **Library** needs to decide whether to construct an addition to the existing Rice building or to create a new facility on the site of KCC.
- The **Kittery Community Center** may need to increasingly orient future programming to the growing senior population.
- More substantial measures need to be taken to **prepare for climate change** and related rise in sea level.
- Implementing the recommendations of the recently completed **Athletics Field Study** will address the needs for additional fields.
- **New school enrollment projections** are needed in order to monitor potential future changes in student enrollment.
- The **Port Authority** needs to develop a Strategic Plan to help explore ways to increase access and enjoyment of the water.

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(continued on reverse side)

PROVISION OF QUALITY UTILITIES AND SERVICES

- **Department of Public Works** operates out of several facilities; the garage and administrative offices are in a facility located behind the Municipal Complex which is in good condition and adequately sized, with space for expansion if needed. DPW is responsible for maintenance of the Town's roads, stormwater infrastructure, parks, recreation fields, cemeteries and solid waste and recycling.
 - **Solid Waste and Recycling** is processed at the Town's Resource Recovery Facility which includes a transfer station for material solid wastes, a recycling center and a licensed demolition debris disposal site. Solid waste is transported from this site to EcoMaine in Portland, ME. South Berwick currently brings their paper for recycling to Kittery's Resource Recovery Facility, generating income for the Town. The facilities are adequate for current needs and there is room for future expansion.
 - **Stormwater Management.** DPW recently completed an inventory of the Town's Stormwater infrastructure and determined that it is generally in "very good" condition.
 - **Monitoring of contaminated areas.** Bacterial sources of pollution have been identified in Admiralty Village and other areas in the Spruce Creek Watershed. Clam flats have been close since 2005. Some parts of the Creek have seen improvement.
 - **Parks.** DPW maintains and staffs the Town-owned parks. Fort Foster, a 94-acre town-owned park commands much of the Department's attention, is highly used by both residents and visitors during the summer, and generates income for the Town.

- **Water.** Kittery's water is supplied by the Kittery Water District (KWD), a quasi-municipal corporation. The District also supplies water to parts of York and Eliot.
 - The largest water consumer in Kittery is the Portsmouth Naval Shipyard.
 - KWD currently serves approximately 70% of the Town's residents and 95% of the businesses who pay user fees according to their actual usage.
 - The KWD relies on surface water sources that must be protected from contamination.
 - Of the approximately 96 miles of water mains, most are adequately sized.
 - The District is planning to construct a new Treatment Facility and to continue to upgrade pipes.
 - The District has adequate treatment and pumping capacity to meet additional demand, however there are no planned extensions to the system, in fact, KWD is not able to pay for expansion of mains.
 - Additional regional cooperation with surrounding towns may result in increased cost effectiveness.

- **Sewer.** Wastewater is treated at the Municipal Sewage Treatment Plant.
 - Sewage treatment is provided to 30% of Kittery residents and most of the Town's businesses.
 - The Plant and related infrastructure are all in good condition as they have been upgraded over the last few years.
 - The municipal system, which has additional capacity for expansion, is funded through an enterprise fund; user fees pay for the service.
 - The Town also has a "betterment fee" procedure to help charge property owners that benefit from a sewer extension.

WHAT DOES IT MEAN?

- Regional joint dispatch for **Police** calls (pending grant) is expected to result in efficiencies.
- There may be a need to increase the number of sworn officers to **police** a reflect the actual daytime population taking into account tourists, shoppers and Shipyard employees.
- The **Fire Department** may need to transition to a full-time professional fire fighting staff in the near future.
- It may be more efficient to merge Kittery's **Resource Recovery Facility** with that of Eliot's.
- The Portsmouth Pierce Island Wastewater facility must be updated before the **clam flats** can be re-opened.
- DPW would like to explore becoming a "**Stormwater Utility**" in order to fund future improvements." The first step is to conduct a feasibility study.
- Both the **Kittery Water District** and the **Town sewer system** derive a significant portion of their usage and revenues from the Shipyard. Changes to the status of the Shipyard could affect costs to other users.
- Lack of funding for **expansion of water service** makes it difficult to guide growth through the provision of water.
- If the **Kittery Water District administrative offices** chooses to relocate in the future, the existing site will be available for reuse.
- The recent expansion of the **sewer system** to the Business Park is expected to result in encouraging economic development.
- New technologies will make it feasible to provide **alternative methods of sewage treatment** to Kittery Point and rural areas of Town in the future.

Kittery's Marine Resources



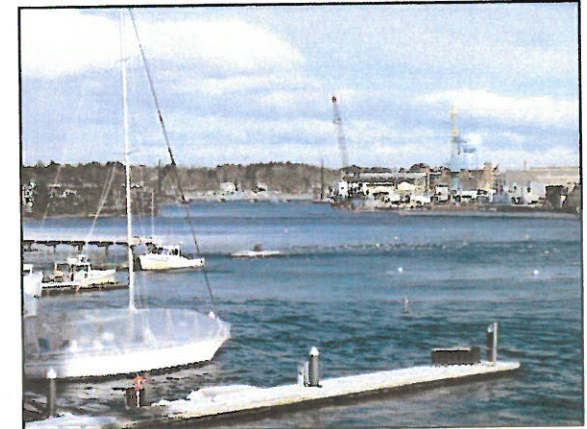
KEY WATERWAYS

Kittery's harbor and waterfront areas include approximately 34 miles of shoreline, including rock outcrops, salt marshes, sandy beaches, mud flats, waterfront recreational areas, coves and mooring, commercial marina facilities, and a major federal installation at the Portsmouth Naval Shipyard. The waterfront and marine resources have played an important role in the history and development of Kittery, and the waterways are home to a wide range of commercial and recreational boat traffic. Much of the shoreline is in private ownership, with several large public parks such as Fort Foster and Fort McClary. All moorings, docks, and regulatory enforcement fall under the jurisdiction of the Kittery Port Authority (KPA). Key waterways include:

- **Piscataqua River:** Leading out to Portsmouth Harbor along the Kittery shoreline, the Piscataqua is an authorized navigation channel over 6.2 miles of its 13 length. The Piscataqua has multiple users, including freighters and cargo vessels, US military and Coast Guard, commercial fisherman, and recreational boaters.
- **Spinney Creek:** located just north of the Interstate 95 Bridge, this subtidal creek features a commercial aquaculture facility, several private float landings, and a private marina (in Eliot, ME) at the confluence of the creek with the Piscataqua River.
- **Back Channel:** This waterbody, an offshoot of the main Piscataqua River, runs from the western end of Badger's Island easterly to Spruce Creek between the mainland and Seavey Island, the location of the Portsmouth Naval Shipyard. The Back Channel is important for recreational boaters, particularly those docking on the northern side of Badger's Island. The channel is the waterbody closest to the revitalized commercial area in the Kittery Foreside.
- **Chauncey Creek:** The creek runs from the eastern end of Pepperrell Cove to Seapoint Beach, and due to its shallow depth, is used primarily by small water craft. Several private docks and a popular waterfront restaurant are located on the creek. Recent work has replaced overboard discharge (OBD) systems with septic systems, improving water quality.
- **Spruce Creek:** this three-square mile tidal saltwater estuary is fed by five freshwater streams that run roughly up the middle of Kittery. At low tide, approximately 2.5 miles of clam flats are exposed. Water quality is affected by non-point source pollution and "first flush" (initial surface runoff) during rainfall events.
- **Pepperrell Cove:** Adjacent to Kittery Point and Fort McClary State Park, this is the primary mooring area in the town.
- **Brave Boat Harbor:** Used primarily by small craft due to shallow depths, with limited private landings and no public facilities. It is located within the Brave Boat Harbor Division of the Rachel Carson National Wildlife Refuge.
- **Key waterfront natural areas** include Seapoint Beach, Rachel Carson National Wildlife Refuge, Fort Foster, Fort McClary, the nearshore islands (including the future Wood Island Life-Saving Museum), and the Isles of Shoals.

OPERATING CONDITIONS AND ACCESS

- Demand for access to the waterfront and for boating access is consistently high, and at key times of the season, is greater than the ability of existing landside facilities and moorings to meet.
- A significant portion of the available parking at Frisbee Pier (a primary parking area for Pepperrell Cove) is in a lot across Pepperrell Road. This lot is in private ownership.



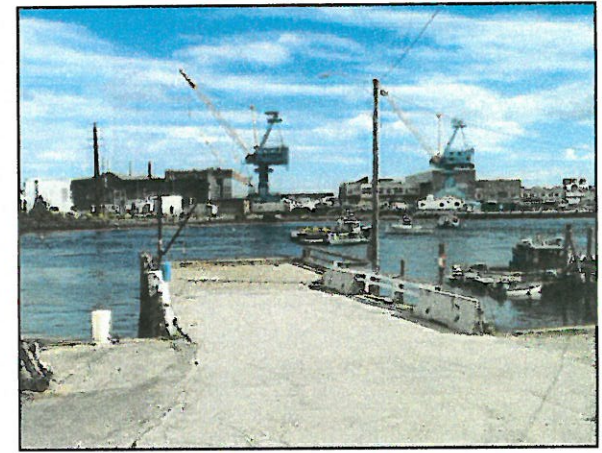
View across Back Channel of the Piscataqua River towards Portsmouth Naval Shipyard

WHAT DOES IT MEAN?

- Kittery has a complex waterfront, with large-scale commercial and military craft, marina and docking facilities, commercial fishing, and recreational boating
- Limitations exist on access to the waterfront from crowded shorefront parking and launching facilities, and long waiting lists for moorings
- Contamination from wastewater treatment outfalls and other sources has affected shellfishing and overall water quality
- Opportunities exist to increase public access to waterfront, and to increase visitation to Kittery by waterborne passengers

OPERATING CONDITIONS AND ACCESS, CONTINUED

- In summer, the parking facilities at Pepperrell Cove can be extremely busy, and can become full. There can be extensive waits for pier/launch space to put dinghies in the water to reach moored vessels.
- Parking shortages also occur at the Traip Academy launching area, during the school year.
- Other locations for parking and water access along the shoreline are limited, due to extensive private ownership of the shorefront.
- Major anchorages such as Pepperrell Cove have not been dredged in decades, leading to limitations on vessels that can safely moor and transit the area. The Pepperrell Cove anchorage was last dredged in 1916, to a depth of twelve feet. The navigation chart for the area shows depth of 11 to 7 feet at Mean Low Water (MLW), with local sources stating water depths are six to ten feet in half of the anchorage area.
- Storm winds and waves limit opportunities for additional moorings in exposed areas such as Fort Foster. Locations and plans for storage of floating docks during coastal storms should be evaluated, such as setting moorings in Chauncey Creek for temporary storage of the Pepperrell Cove floats.
- The currents occurring in the Kittery area can pose a hazard to small craft, particularly to human-powered craft such as kayaks.



Government Street Pier in the Kittery Foreside

WATER QUALITY

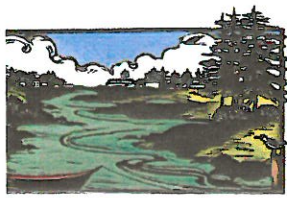
- Run-off and direct source pollution have led to contamination of area waters and led to shellfishing restrictions and prohibitions in certain areas.
- Major sources affecting the Piscataqua River are wastewater treatment plant (WWTP) outfalls from South Berwick and Kittery in Maine, and from Portsmouth and Newington in New Hampshire. The Portsmouth Naval Shipyard is also a major pollution source.
- Development pressure in Spruce Creek watershed further threatens water quality. The watershed is identified by Maine Department of Environmental Protection as a “nonpoint source pollution priority watershed” due to bacterial contamination, low dissolved oxygen, toxic contamination, and a compromised ability to support commercial marine fisheries”.

MUNICIPAL MANAGEMENT OF MARINE RESOURCES

The Kittery Port Authority (KPA) manages the town’s marine facilities including piers, docks, and over 500 moorings. Funding is derived primarily from collection of mooring and docking fees, and the Kittery Town Council approves the Port Authority’s budget. The KPA employs the Kittery Harbor Master, who oversees operations at the facilities, and provides marine law enforcement, rescue and education services to boaters within the tidal waters of the community. On the 2015 mooring registry, there are a total of 513 registered moorings, with approximately 20% assigned to commercial vessels and the remainder to recreational vessels. There is a twelve to fifteen-year waiting list for mooring spaces in Kittery. Major facilities under the jurisdiction of KPA include Pepperrell Cove and Frisbee Pier, Traip Academy boat launch, Government Street Pier, and the Back Channel.

FLOODPLAIN

- In November 2013, FEMA issued a Preliminary Digital FIRM (DFIRM) for York County, using updated flooding frequency and elevation data and modeling analysis. The mapping shows a larger floodplain area than previously mapped, with approximately 75 structures newly included in the floodplain (65 in the coastal area and the remainder in the interior).
- Due to challenges from Kittery and other coastal communities, FEMA withdrew the Preliminary DFIRM in December 2014. It is anticipated that FEMA will issue a revised Preliminary DFIRM for York County in 2016.



Kittery's Fiscal Capacity and Capital Investment

9

FISCAL POSITION

- Kittery's local valuation increased by 4 percent between 2010 and 2015, in contrast to the state as whole which saw a decrease of 21 percent over the same time period
- Between 2010 and 2015, the local tax rate increased by 10 percent
- Between 2010 and 2015, individual property tax bills increased by an average of \$495. For 2015, the average single family property tax bill was \$4,929
- Approximately 78 percent of Kittery's valuation is derived from residential properties, with 22 percent coming from commercial, industrial, and personal property
- Federal and state aid to Kittery has been shrinking which increases the reliance on locally-generated taxes



The local government depends on the residential property base to generate revenues for services

BUDGET

- Revenue:
 - Total revenue in Fiscal Year 2015 budget was \$27,124,366; property tax accounted for 80 percent of total
 - The State of Maine has a revenue sharing program which helps supplement the budget
- Expenses:
 - In Fiscal Year 2015, the Town spent \$27,141,118 on town functions, services and schools; school costs accounted for nearly 55 percent of the budget. Only 9 percent of the budget was spent on governmental administrative expenses
- Debt:
 - The Town has long-term debt obligations of \$32,545,880 or 2.17 percent of the State Valuation
- Investments:
 - At the end of Fiscal Year 2014, the Town had an unassigned fund budget totaling \$4,345,203, which was an increase of \$187,965 over the Fiscal Year 2013
- Capital Improvement Program:
 - A majority of capital improvement funding goes toward standard expenses such as equipment and maintenance, sidewalks, school upgrades, and parks and recreation facilities

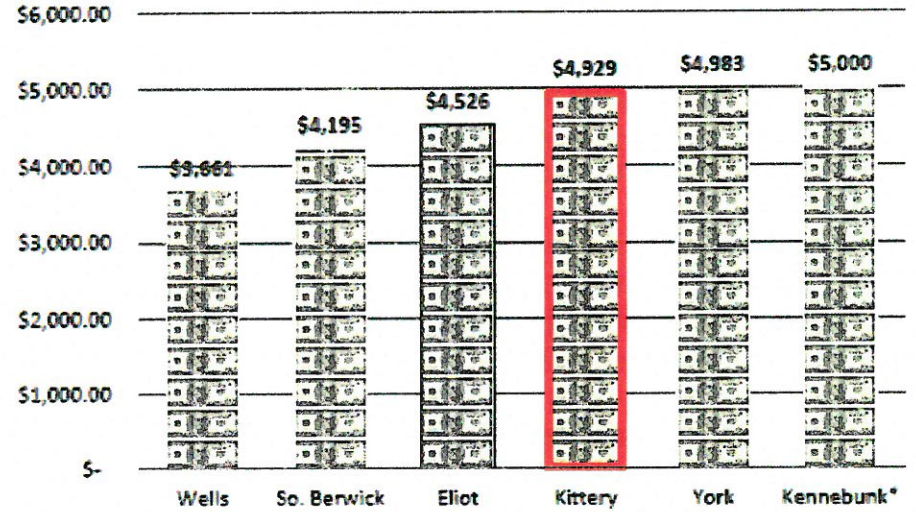
WHAT DOES IT MEAN?

- Stewardship of Town budgetary resources is essential toward leveraging greater economic development
- The Town has undertaken debt obligations to finance development, particularly in the Tax Increment Finance Districts; it is imperative that increment on development is generated in order to pay the bonds
- Kittery is highly dependent on residential property taxes and may need to create opportunities to diversify revenues through economic development

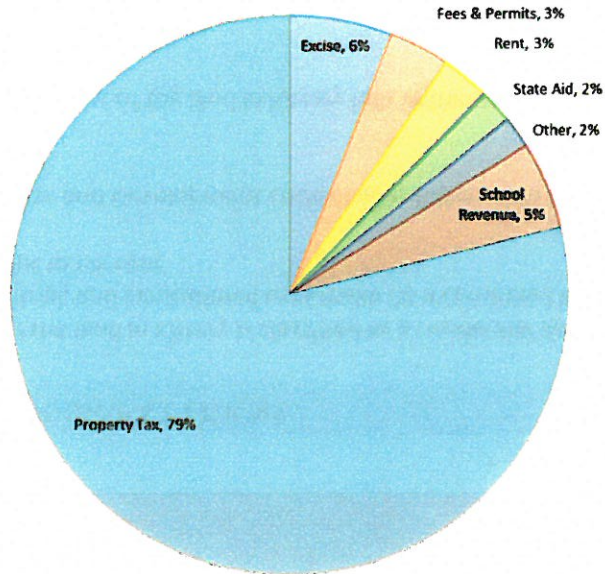
Kittery's valuation and tax rate have been increasing since 2010



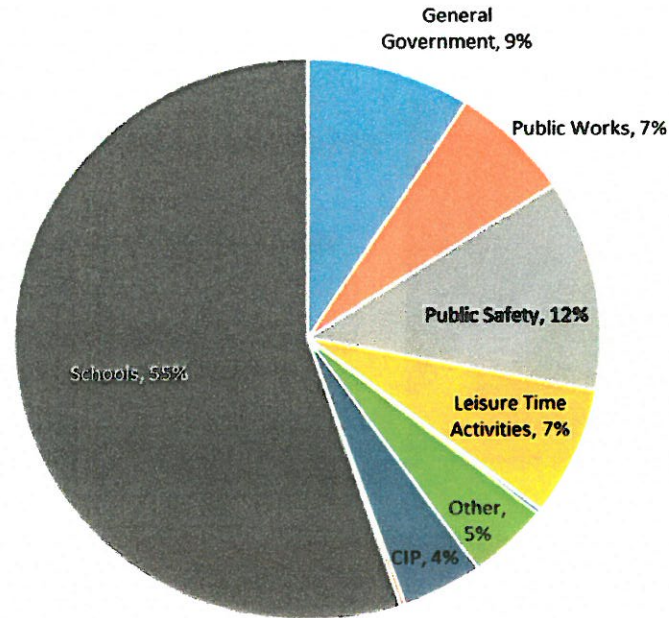
Average Single-Family Tax Bill FY 2015
Average All Communities \$4,509



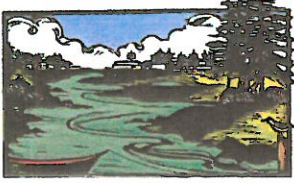
A comparison of revenue sources to expenditure items from the Fiscal Year 2015



Revenue Sources



Expenditures



Kittery's Land Use

10

EXISTING LAND USE PATTERNS

- Over 57 percent of the land in Kittery is classified as a residential land use (both single-family, and multi-family); commercial, industrial, and institutional uses make up a combined 8 percent; open space makes up 21 percent; and vacant land is about 10 percent
- The current Land Use and Development code divides Kittery into eighteen base zoning districts with four overlay districts
- Approximately 78 percent of the land in Kittery falls within residential zoning districts, primarily the Residential-Rural (R-RL) district
- Kittery has three business districts, three commercial districts, and three mixed-use districts all allowing different types of commercial uses
- The overlay districts are in place to help the Town protect natural resources and water bodies from the impacts of development, and as a way to promote fishing and maritime uses

ISSUES AND CHALLENGES

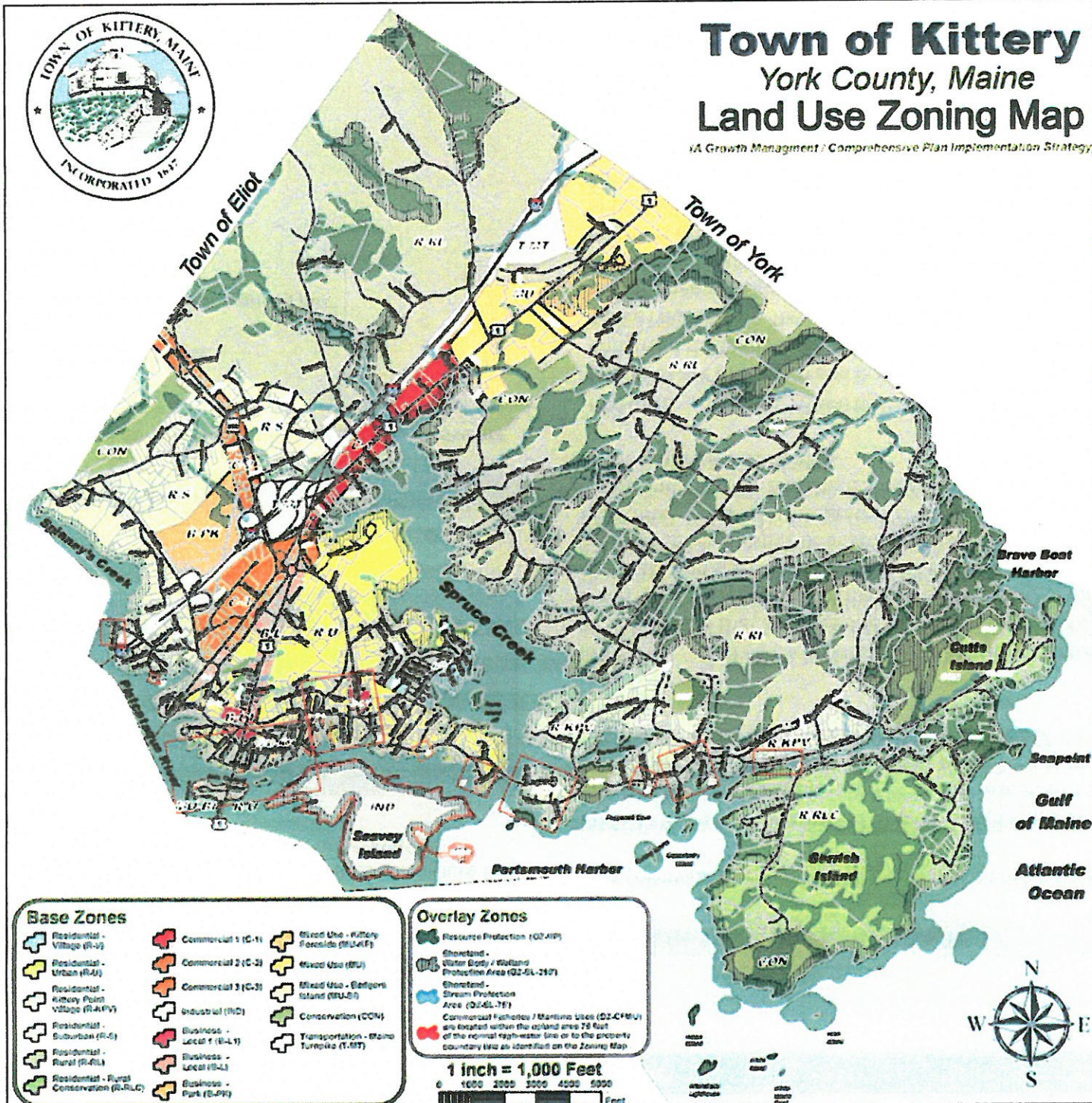
- Redundancy:
 - Some of the zoning districts that regulate the same type of use (residential, commercial, and mixed-use) have different purpose statements, but very similar uses and dimensional requirements
- Inconsistency:
 - Many commercial districts have same dimensional requirements but differ when it comes to design elements for each
 - Industrial zoning district does not include any dimensional standards or requirements
- Minimum Lot Size Requirements:
 - In some districts where the purpose is to achieve a compact development pattern, minimum lot sizes are very large and challenge the purpose statement for the district
 - Small, single-use structures on large lots in mixed-use zones have less of an economic return when compared to areas that incorporate a compact development design
- Land Area per Dwelling Unit
 - The minimum land area per dwelling unit regulations in some districts limit the ability to create a more compact development pattern



Within the Town, there are many different zoning districts each creating opportunities and challenges for the Town.

WHAT DOES IT MEAN?

- The comprehensive planning process offers an excellent opportunity to hold community-wide discussions on development goals
- The purpose of the zoning district should reflect what is on the ground today, as well as what the community hopes to achieve in the future
- It is very important to match the desired development goals and aspirations with the zoning that is in place, or could be in place throughout the Town



VISION, GOALS AND OBJECTIVES

What Kittery WANTS

A Comprehensive Plan must recognize what features contribute to the uniqueness of a community and make recommendations to preserve and enhance these.

The **viability** of the Comprehensive Plan is contingent upon the community coming to a **consensus** about a desired future and then being **proactive** about setting **priorities** and assembling **tools** for the **implementation** of the identified action steps.

WHAT MAKES KITTEERY UNIQUE?

Kittery residents were asked what makes Kittery unique. These are a few of their responses.

- “Kittery is a community of contrasts...”
- “working waterfront”
- “We aren’t Portsmouth and we don’t want to be!”
- “gorgeous shoreline”
- “Gourmet Alley restaurants”
- “our history”
- “Portsmouth Naval Shipyard”
- “Fort Foster and Fort McClary”
- “natural lands”

A VISION FOR KITTEERY’S FUTURE

The following vision was developed based on input from the public.

IMAGINE... a Kittery whose character is protected by the preservation and adaptive reuse of its **historic buildings**, the control of the scale of redevelopment so that it is in keeping with the historic charm of the Town and a promotion of the Town’s history.

IMAGINE... a **Foreside district** that is a thriving, historic neighborhood that includes one of Maine’s earliest working waterfront. A Foreside that maintains the historic, working –class character and scale and preserves its building stock by adopting a preference for creative or **adaptive reuse** of existing buildings. **Workforce housing** is integrated in the district. Walking and biking is safe and pleasant and there are more green spaces to enjoy as well as the **working waterfront**.

IMAGINE ... a Kittery where its beautiful and treasured **natural features** are preserved and protected and where enjoyment is enhanced through increased access to these for both passive and active **recreation**. Recreational activities are managed so as to prevent negative impacts on the environment, the season at Fort Foster is extended and programming at the Kittery Community Center is even more developed. Enjoyment of the water is enhanced by increasing **public access to the water**, cleaning up Spruce Creek, and providing shuttle service to Portsmouth from the Town Pier at Foreside.

IMAGINE... a Kittery that plans for the future of its **environment** by implementing measures that help it be more **resilient** and leading by example so that all town-owned buildings use renewable sources of energy, and the Town provides incentives for the use of renewable energy sources. A Kittery that **prepares for the potential impacts of the expected rise in sea level** due to climate change.

IMAGINE... a Kittery that preserves its **sense of community**, the sense of peace and quiet, but also the **diversity of places** that make up the Town. It feels more unified and less separated as multiple **ways of getting around Town** are more available. Traffic congestion is lessened and **walking and biking** is made safe and pleasant. A **town shuttle** helps to better connect people as do the additional places to gather and run into one another.

IMAGINE ... a Kittery that while improving and growing is able to retain a **diverse socio-economic** mix of residents by providing **affordable, workforce housing** and by creating jobs with adequate wages and salaries, resulting in a **sustainable** community.

IMAGINE... the **economy** of Kittery more diversified as it retains existing and supports additional local businesses, where the existing businesses are redeveloped into more pedestrian-oriented mixed-use developments that incorporate more natural features and that are able to be more economically viable, **sustainable**, and in keeping with evolving expectations of shoppers.

IMAGINE... a Kittery that has a continuing **relationship with the Portsmouth Naval Shipyard**, and traffic, noise and light impacts created by activity in the shipyard are reduced as a result of working together to mitigate these.

IMAGINE... a re-imagined, twenty-first century **library** and a **school system** where students are consistently recognized for their success in the community and nationwide because these institutions provide top quality education, opportunities for life long learning, and enrichment programs.

IMAGINE... that all these improvements are made in a systematic way with significant **community engagement** in the decision-making process led by a **town government** that is respectful, transparent and civil in its discourse. A **shared vision** and **ordinances** that support the goals embodied in the vision are clear and easy to enforce.

GOALS AND OBJECTIVES

1. HISTORIC, CULTURAL, AND ARCHAEOLOGY RESOURCES GOAL

TO PROTECT THE TOWN'S CHARACTER BY PRESERVING AND PROTECTING HISTORIC FEATURES AND ARCHAEOLOGICAL AND CULTURAL RESOURCES, AND PROMOTING AN AWARENESS OF THE TOWN'S UNIQUE HISTORY AND CULTURE

Objective 1.1. Protect historic and archaeological resources

Objective 1.2. Promote Kittery's history

Objective 1.3. Support and nurture Kittery's community of working artists

2. NATURAL RESOURCES, OPEN SPACE AND RECREATION GOAL

TO PROTECT KITTERY'S NATURAL RESOURCES INCLUDING WATERSHED, FRESH WATER, WETLANDS AND VERNAL POOLS, AGRICULTURAL LANDS, FOREST RESOURCES, OPEN SPACE AND RECREATION

Objective 2.1. Protect and preserve critical open spaces for passive recreation, scenic value and preservation of coastal (saltwater) wetlands, freshwater wetlands, vernal pools, and other types of plant and wildlife habitats.

Objective 2.2. Increase opportunities for recreation

3. ECONOMIC DEVELOPMENT GOAL:

TO SUPPORT DESIRABLE ECONOMIC DEVELOPMENT, BALANCE THE RELATIONSHIP WITH THE PORTSMOUTH NAVAL SHIPYARD, AND INCREASE THE TOWN'S TAX BASE WHILE ALSO PROVIDING LOCAL JOBS.

Objective 3.1. Attract and retain businesses to sustain the vibrant center at foreshore that provides residents and visitors with places to go and spaces to gather

Objective 3.2. Continue to promote economic development in areas already identified by the town

Objective 3.3. Develop guidelines for the future development of the Route 1 Corridor into a mixed-use pedestrian-oriented area

Objective 3.4. Support and maintenance of existing jobs and the creation of jobs for a variety of skills sets and range of salaries

Objective 3.5. Attract new businesses to the business park

4. HOUSING GOAL:

TO PROVIDE A RANGE OF HOUSING TYPES TO MEET THE NEEDS OF INDIVIDUALS THROUGHOUT THEIR LIFECYCLE AND TO SUPPORT RESIDENTS WITH A RANGE OF INCOMES

Objective 4.1. Attract young people and retain residents with a variety of incomes

Objective 4.2. Support elderly residents' ability to age in place

5. TRANSPORTATION GOAL:

TO IMPROVE SAFETY AND EASE OF GETTING AROUND TOWN AND BETTER CONNECT THE "PIECES" OF KITTERY. PROVIDE ALTERNATIVES TO AUTOMOBILE TRAVEL WITH SAFE AND PLEASANT BIKE ACCOMMODATIONS AND WALKING PATHS.

Objective 5.1. Address traffic safety and congestion

Objective 5.2. Make walking and biking safe and pleasant

Objective 5.3. Explore ways of providing non-vehicular modes of transportation

Objective 5.4. Explore ways of increasing parking options

6. MARINE RESOURCES GOAL:

TO PROTECT THE TOWN'S COASTLINE, THE WORKING WATERFRONT, AND ENSURE APPROPRIATE ACCESS TO AND ENJOYMENT OF THE WATER WHILE PROTECTING IT FROM ENVIRONMENTAL IMPACTS

EXECUTIVE SUMMARY

STATE OF MAINE GOAL: To protect the State's marine resources industry, ports and harbors from incompatible development and to promote access to the shore for commercial fishermen and the public.

- Objective 6.1. Increase access to the waterfront
- Objective 6.2. Promote working waterfront
- Objective 6.3. Protect marine resources

7. TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES GOAL:

TO IMPROVE TOWN GOVERNANCE AND PROVIDE ADEQUATE PUBLIC FACILITIES AND SERVICES; INCREASE FISCAL CAPACITY RESPONSIBLY

- Objective 7.1. Improve Town governance and its ability to adapt to change
- Objective 7.2. Maintain and improve municipal facilities
- Objective 7.3. Provide adequate municipal services
- Objective 7.4. Maintain and responsibly increase fiscal capacity

8. LAND USE GOAL:

ENSURE THAT THE TOWN'S REGULATIONS SUPPORT DESIRED LAND USES.

- Objective 8.1. Update Town Code and apply land use regulations to guide desirable development in appropriate locations
- Objective 8.2. Protect the area north of Spruce Creek
- Objective 8.3. Sustain and build upon the vitality of the Foreside District
- Objective 8.4. Protect the working waterfront

- Objective 8.5. Support creative and viable redevelopment of the Route 1 Corridor (Outlet mall area and Rt. 1 By-pass)
- Objective 8.6. Explore feasibility of development in the business park

9. COASTAL COMMUNITY RESILIENCE GOAL:

ESTABLISH SHORT, MEDIUM AND LONG TERM PLANS TO ADDRESS THE EFFECTS OF CLIMATE CHANGE, INCLUDING INCREASED STORM FREQUENCY AND STRENGTH, COASTAL EROSION AND RISING OCEAN LEVELS, AND TRANSITION OF BOTH PUBLIC AND PRIVATE ENERGY CONSUMPTION TO LOW AND ZERO IMPACT METHODS

- Objective 9.1. Establish plans to address the effects of climate change.
- Objective 9.2. Reduce energy consumption and transition to low and zero impact methods.
- Objective 9.3. Provide education and incentives to protect the environment and improve quality of life.

RECOMMENDATIONS

The recommendations were developed based on significant public input and articulate the objectives of the shared vision expressed by the hundreds of Kittery residents, town officials, and business owners that participated in this

Where did the recommendations come from?

- Inventory and Assessment of Existing Conditions
- Review of other relevant documents and future trends
- Interviews with Town Staff
- State Requirements
- CPU Committee Review
- Public input
- Best practice

comprehensive planning process. The recommendations also reflect best practice and address state requirements. They also incorporate relevant strategies from the previous Comprehensive Plan (1999).

THREE KEY BEST PRACTICE PLANNING PRINCIPLES

New policy initiatives included in the Comprehensive Plan or in Kittery’s Town Code should strive to be grounded in principles of sustainability. Broadly, sustainability is a concept that recognizes the **interrelatedness** of the energy, environmental, economic development, and civic health of the Town, and the importance of ensuring that future generations can enjoy the resources that exist in Kittery today.



The following Comprehensive planning principles were used to evaluate recommendations throughout the Plan, whenever relevant.

Environmental Stewardship

Kittery needs to prepare for the potential impacts of climate change, sea level rise, and to preserve wildlife habitat.

- Do the recommendations support a long-term sustainable future and stewardship of natural resources, including land preservation?
- Do recommendations promote the use of renewable energy sources throughout Town?
- Do they promote sustainable land use patterns?
- Are there recommendations regarding how the Town can lead by example including ways in which municipal facilities and services can be more environmentally-sensitive?
- Are there recommendations regarding how the Town can encourage private property owners to adopt more sustainable measures?

Health and Wellness

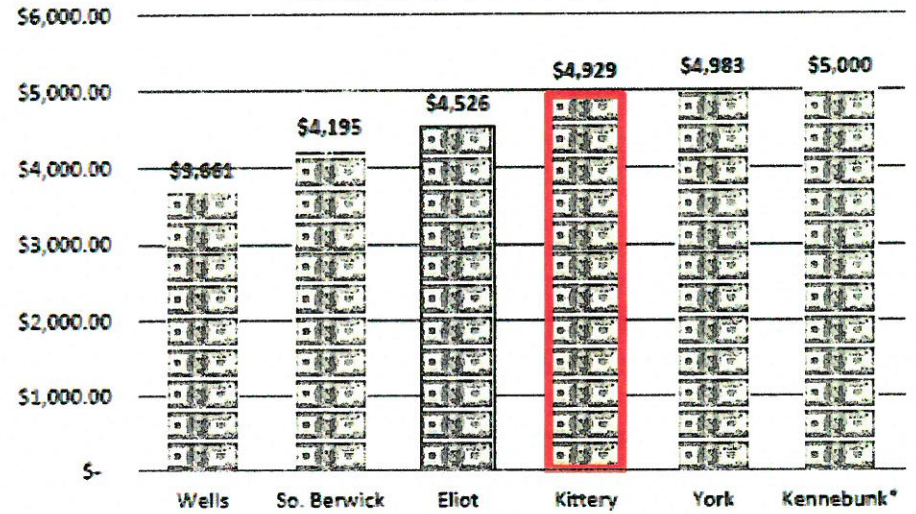
The Plan should promote the health and wellness of Kittery’s residents and of the community as a whole.

- Do recommendations promote the health and wellness of the people who live, work and play in Kittery?
- Do they support the health of the community as a whole?
- Do they provide opportunities for fitness as a part of everyday life, healthy lifestyle choices, support the recreational needs of all ages, opportunities for life long learning and the building of social capital?
- Do they support the creation of safe and accessible public spaces for various ages and abilities?
- Are there recommendations that address the specific needs of different age groups (especially those of youth and of the elderly)?

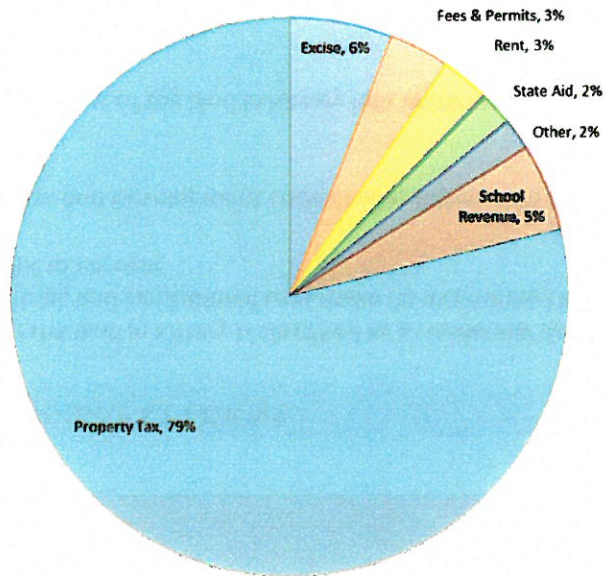
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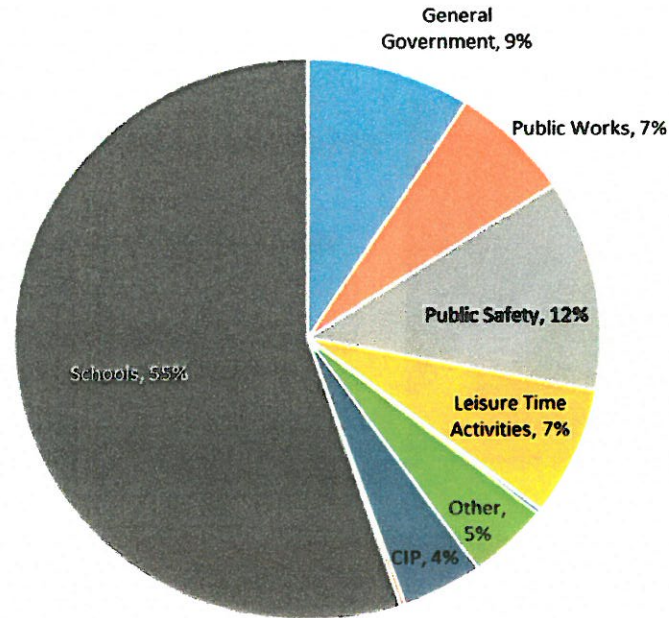
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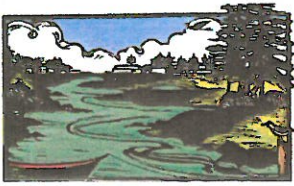
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Revenue Sources



Expenditures



Kittery's Land Use

10

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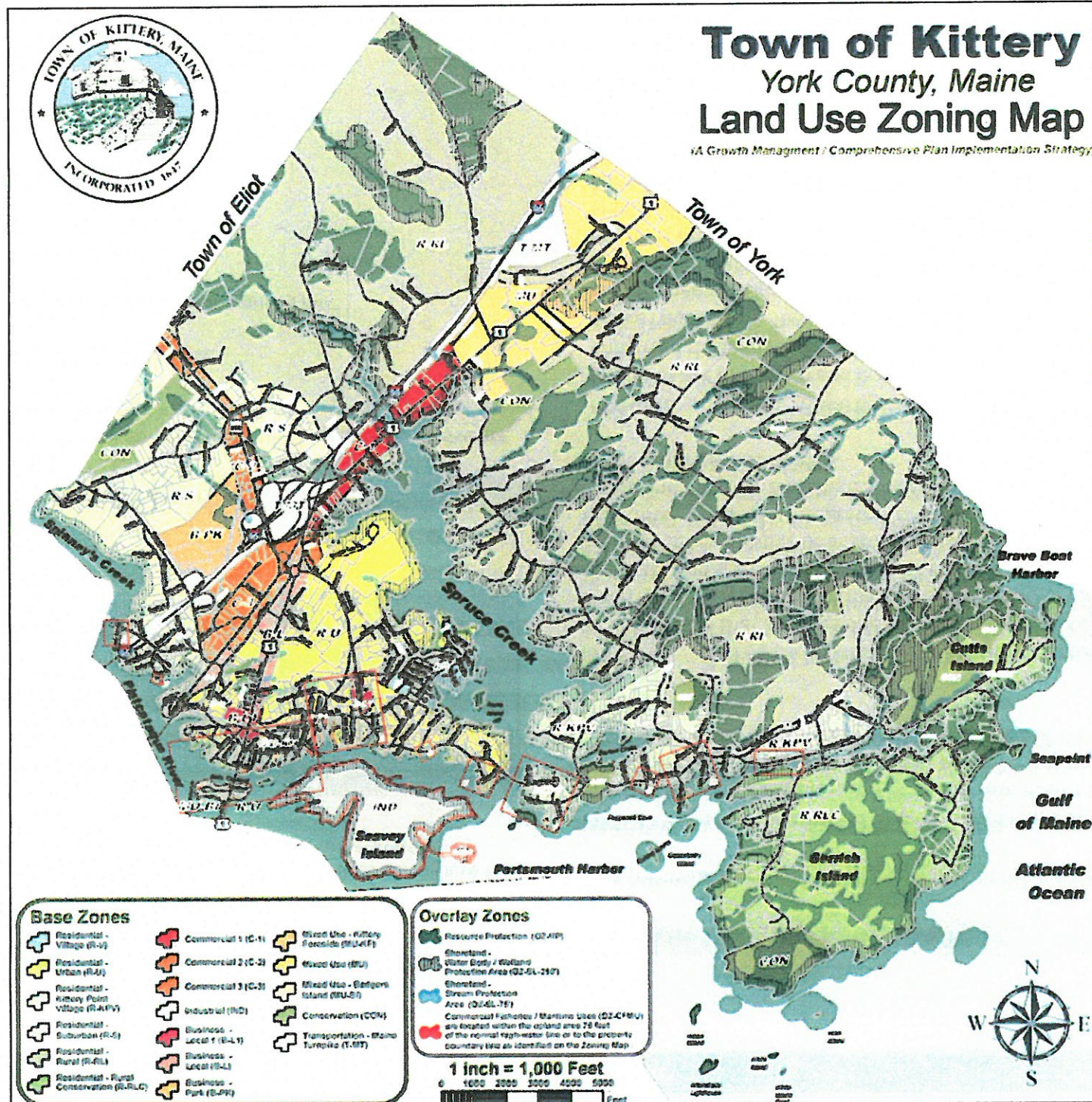
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ISSUES AND CHALLENGES

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- Minimum Lot Size Requirements:
 - In some districts where the purpose is to achieve a compact development pattern, minimum lot sizes are very large and challenge the purpose statement for the district
 - Small, single-use structures on large lots in mixed-use zones have less of an economic return when compared to areas that incorporate a compact development design
- Land Area per Dwelling Unit
 - The minimum land area per dwelling unit regulations in some districts limit the ability to create a more compact development pattern

WHAT DOES IT MEAN?

- The comprehensive planning process offers an excellent opportunity to hold community-wide discussions on development goals
- The purpose of the zoning district should reflect what is on the ground today, as well as what the community hopes to achieve in the future
- It is very important to match the desired development goals and aspirations with the zoning that is in place, or could be in place throughout the Town



VISION, GOALS AND OBJECTIVES

What Kittery WANTS

A Comprehensive Plan must recognize what features contribute to the uniqueness of a community and make recommendations to preserve and enhance these.

The **viability** of the Comprehensive Plan is contingent upon the community coming to a **consensus** about a desired future and then being **proactive** about setting **priorities** and assembling **tools** for the **implementation** of the identified action steps.

WHAT MAKES KITTERY UNIQUE?

Kittery residents were asked what makes Kittery unique. These are a few of their responses.

- “Kittery is a community of contrasts...”
- “working waterfront”
- “We aren’t Portsmouth and we don’t want to be!”
- “gorgeous shoreline”
- “Gourmet Alley restaurants”
- “our history”
- “Portsmouth Naval Shipyard”
- “Fort Foster and Fort McClary”
- “natural lands”

A VISION FOR KITTERY’S FUTURE

The following vision was developed based on input from the public.

IMAGINE... a Kittery whose character is protected by the preservation and adaptive reuse of its **historic buildings**, the control of the scale of redevelopment so that it is in keeping with the historic charm of the Town and a promotion of the Town’s history.

IMAGINE... a **Foreside district** that is a thriving, historic neighborhood that includes one of Maine’s earliest working waterfront. A Foreside that maintains the historic, working –class character and scale and preserves its building stock by adopting a preference for creative or **adaptive reuse** of existing buildings. **Workforce housing** is integrated in the district. Walking and biking is safe and pleasant and there are more green spaces to enjoy as well as the **working waterfront**.

IMAGINE ... a Kittery where its beautiful and treasured **natural features** are preserved and protected and where enjoyment is enhanced through increased access to these for both passive and active **recreation**. Recreational activities are managed so as to prevent negative impacts on the environment, the season at Fort Foster is extended and programming at the Kittery Community Center is even more developed. Enjoyment of the water is enhanced by increasing **public access to the water**, cleaning up Spruce Creek, and providing shuttle service to Portsmouth from the Town Pier at Foreside.

IMAGINE... a Kittery that plans for the future of its **environment** by implementing measures that help it be more **resilient** and leading by example so that all town-owned buildings use renewable sources of energy, and the Town provides incentives for the use of renewable energy sources. A Kittery that **prepares for the potential impacts of the expected rise in sea level** due to climate change.

IMAGINE... a Kittery that preserves its **sense of community**, the sense of peace and quiet, but also the **diversity of places** that make up the Town. It feels more unified and less separated as multiple **ways of getting around Town** are more available. Traffic congestion is lessened and **walking and biking** is made safe and pleasant. A **town shuttle** helps to better connect people as do the additional places to gather and run into one another.

IMAGINE ... a Kittery that while improving and growing is able to retain a **diverse socio-economic** mix of residents by providing **affordable, workforce housing** and by creating jobs with adequate wages and salaries, resulting in a **sustainable** community.

IMAGINE... the **economy** of Kittery more diversified as it retains existing and supports additional local businesses, where the existing businesses are redeveloped into more pedestrian-oriented mixed-use developments that incorporate more natural features and that are able to be more economically viable, **sustainable**, and in keeping with evolving expectations of shoppers.

IMAGINE... a Kittery that has a continuing **relationship with the Portsmouth Naval Shipyard**, and traffic, noise and light impacts created by activity in the shipyard are reduced as a result of working together to mitigate these.

IMAGINE... a re-imagined, twenty-first century **library** and a **school system** where students are consistently recognized for their success in the community and nationwide because these institutions provide top quality education, opportunities for life long learning, and enrichment programs.

IMAGINE... that all these improvements are made in a systematic way with significant **community engagement** in the decision-making process led by a **town government** that is respectful, transparent and civil in its discourse. A **shared vision** and **ordinances** that support the goals embodied in the vision are clear and easy to enforce.

GOALS AND OBJECTIVES

1. HISTORIC, CULTURAL, AND ARCHAEOLOGY RESOURCES GOAL

TO PROTECT THE TOWN'S CHARACTER BY PRESERVING AND PROTECTING HISTORIC FEATURES AND ARCHAEOLOGICAL AND CULTURAL RESOURCES, AND PROMOTING AN AWARENESS OF THE TOWN'S UNIQUE HISTORY AND CULTURE

Objective 1.1. Protect historic and archaeological resources

Objective 1.2. Promote Kittery's history

Objective 1.3. Support and nurture Kittery's community of working artists

2. NATURAL RESOURCES, OPEN SPACE AND RECREATION GOAL

TO PROTECT KITTERY'S NATURAL RESOURCES INCLUDING WATERSHED, FRESH WATER, WETLANDS AND VERNAL POOLS, AGRICULTURAL LANDS, FOREST RESOURCES, OPEN SPACE AND RECREATION

Objective 2.1. Protect and preserve critical open spaces for passive recreation, scenic value and preservation of coastal (saltwater) wetlands, freshwater wetlands, vernal pools, and other types of plant and wildlife habitats.

Objective 2.2. Increase opportunities for recreation

3. ECONOMIC DEVELOPMENT GOAL:

TO SUPPORT DESIRABLE ECONOMIC DEVELOPMENT, BALANCE THE RELATIONSHIP WITH THE PORTSMOUTH NAVAL SHIPYARD, AND INCREASE THE TOWN'S TAX BASE WHILE ALSO PROVIDING LOCAL JOBS.

Objective 3.1. Attract and retain businesses to sustain the vibrant center at foreshore that provides residents and visitors with places to go and spaces to gather

Objective 3.2. Continue to promote economic development in areas already identified by the town

Objective 3.3. Develop guidelines for the future development of the Route 1 Corridor into a mixed-use pedestrian-oriented area

Objective 3.4. Support and maintenance of existing jobs and the creation of jobs for a variety of skills sets and range of salaries

Objective 3.5. Attract new businesses to the business park

4. HOUSING GOAL:

TO PROVIDE A RANGE OF HOUSING TYPES TO MEET THE NEEDS OF INDIVIDUALS THROUGHOUT THEIR LIFECYCLE AND TO SUPPORT RESIDENTS WITH A RANGE OF INCOMES

Objective 4.1. Attract young people and retain residents with a variety of incomes

Objective 4.2. Support elderly residents' ability to age in place

5. TRANSPORTATION GOAL:

TO IMPROVE SAFETY AND EASE OF GETTING AROUND TOWN AND BETTER CONNECT THE "PIECES" OF KITTERY. PROVIDE ALTERNATIVES TO AUTOMOBILE TRAVEL WITH SAFE AND PLEASANT BIKE ACCOMMODATIONS AND WALKING PATHS.

Objective 5.1. Address traffic safety and congestion

Objective 5.2. Make walking and biking safe and pleasant

Objective 5.3. Explore ways of providing non-vehicular modes of transportation

Objective 5.4. Explore ways of increasing parking options

6. MARINE RESOURCES GOAL:

TO PROTECT THE TOWN'S COASTLINE, THE WORKING WATERFRONT, AND ENSURE APPROPRIATE ACCESS TO AND ENJOYMENT OF THE WATER WHILE PROTECTING IT FROM ENVIRONMENTAL IMPACTS

EXECUTIVE SUMMARY

STATE OF MAINE GOAL: To protect the State’s marine resources industry, ports and harbors from incompatible development and to promote access to the shore for commercial fishermen and the public.

- Objective 6.1. Increase access to the waterfront
- Objective 6.2. Promote working waterfront
- Objective 6.3. Protect marine resources

7. TOWN GOVERNANCE, PUBLIC FACILITIES AND SERVICES GOAL:

TO IMPROVE TOWN GOVERNANCE AND PROVIDE ADEQUATE PUBLIC FACILITIES AND SERVICES; INCREASE FISCAL CAPACITY RESPONSIBLY

- Objective 7.1. Improve Town governance and its ability to adapt to change
- Objective 7.2. Maintain and improve municipal facilities
- Objective 7.3. Provide adequate municipal services
- Objective 7.4. Maintain and responsibly increase fiscal capacity

8. LAND USE GOAL:

ENSURE THAT THE TOWN’S REGULATIONS SUPPORT DESIRED LAND USES.

- Objective 8.1. Update Town Code and apply land use regulations to guide desirable development in appropriate locations
- Objective 8.2. Protect the area north of Spruce Creek
- Objective 8.3. Sustain and build upon the vitality of the Foreside District
- Objective 8.4. Protect the working waterfront

- Objective 8.5. Support creative and viable redevelopment of the Route 1 Corridor (Outlet mall area and Rt. 1 By-pass)
- Objective 8.6. Explore feasibility of development in the business park

9. COASTAL COMMUNITY RESILIENCE GOAL:

ESTABLISH SHORT, MEDIUM AND LONG TERM PLANS TO ADDRESS THE EFFECTS OF CLIMATE CHANGE, INCLUDING INCREASED STORM FREQUENCY AND STRENGTH, COASTAL EROSION AND RISING OCEAN LEVELS, AND TRANSITION OF BOTH PUBLIC AND PRIVATE ENERGY CONSUMPTION TO LOW AND ZERO IMPACT METHODS

- Objective 9.1. Establish plans to address the effects of climate change.
- Objective 9.2. Reduce energy consumption and transition to low and zero impact methods.
- Objective 9.3. Provide education and incentives to protect the environment and improve quality of life.

RECOMMENDATIONS

The recommendations were developed based on significant public input and articulate the objectives of the shared vision expressed by the hundreds of Kittery residents, town officials, and business owners that participated in this

Where did the recommendations come from?

- Inventory and Assessment of Existing Conditions
- Review of other relevant documents and future trends
- Interviews with Town Staff
- State Requirements
- CPU Committee Review
- Public input
- Best practice

comprehensive planning process. The recommendations also reflect best practice and address state requirements. They also incorporate relevant strategies from the previous Comprehensive Plan (1999).

THREE KEY BEST PRACTICE PLANNING PRINCIPLES

New policy initiatives included in the Comprehensive Plan or in Kittery’s Town Code should strive to be grounded in principles of sustainability. Broadly, sustainability is a concept that recognizes the **interrelatedness** of the energy, environmental, economic development, and civic health of the Town, and the importance of ensuring that future generations can enjoy the resources that exist in Kittery today.



The following Comprehensive planning principles were used to evaluate recommendations throughout the Plan, whenever relevant.

Environmental Stewardship

Kittery needs to prepare for the potential impacts of climate change, sea level rise, and to preserve wildlife habitat.

- Do the recommendations support a long-term sustainable future and stewardship of natural resources, including land preservation?
- Do recommendations promote the use of renewable energy sources throughout Town?
- Do they promote sustainable land use patterns?
- Are there recommendations regarding how the Town can lead by example including ways in which municipal facilities and services can be more environmentally-sensitive?
- Are there recommendations regarding how the Town can encourage private property owners to adopt more sustainable measures?

Health and Wellness

The Plan should promote the health and wellness of Kittery’s residents and of the community as a whole.

- Do recommendations promote the health and wellness of the people who live, work and play in Kittery?
- Do they support the health of the community as a whole?
- Do they provide opportunities for fitness as a part of everyday life, healthy lifestyle choices, support the recreational needs of all ages, opportunities for life long learning and the building of social capital?
- Do they support the creation of safe and accessible public spaces for various ages and abilities?
- Are there recommendations that address the specific needs of different age groups (especially those of youth and of the elderly)?

Economic and Social Vitality

The Plan should support the long-term economic and social vitality of Kittery.

- Do the recommendations promote the Kittery's ability to support a diverse community?
- Do they protect and promote Kittery's unique historic resources?
- Do they foster a strong local economy, local agriculture and food production, and also protect water dependent businesses?
- Do they protect Kittery's unique culture?
- Do recommendations support municipal investment in critical infrastructure to support and encourage desired development in desirable locations?
- Are there provisions to encourage and include the continued engagement of Kittery's residents in determining the character of their community and in determining its future direction by being involved in decision-making regarding the Town's future development?

HIGHLIGHTS OF PLAN RECOMMENDATIONS

The Plan considers the public's vision of an historic seacoast community with small town character and unique features that the majority of Kittery residents seem to wish to preserve. The following represent some of the Plan's highlights:

Foreside District: The Plan recommends enhancing this district by protecting its walkability, encouraging mixed use (housing above retail) and reuse of existing buildings, the development of workforce housing, improving pedestrian and bicycle access to the area, and exploring water-taxi access from Portsmouth. It is also recommended that parking strategies are explored (including shared parking) and that innovative uses such as *makerspaces* that afford artists and small business owners with space to create, invent and learn be encouraged to compliment the other small scale uses in the district.

Working Waterfront: The Plan makes recommendations to preserve the working waterfront that many Kittery residents feel passionate about protecting. Recommendations include supporting the Town's maritime-based economy including the fishing and shell fishing industry including finding ways to better connect fishing to the local economy (for example, by connecting fishermen to local restaurants who tell their stories on the menu). A self-guided tour of the waterfront would help to increase appreciation. A public education effort would help to increase awareness of pollutants to the waterfront and ways of decreasing or eliminating these.

Route 1 Corridor: It is recommended that the Town invite property and business owners in this area to embark on developing a vision and plan for the future redevelopment of the area. Many of the buildings will be reaching the end of their life cycle and the future of brick and mortar retail includes creating more of a pedestrian-oriented mixed use environment.

Housing: The Plan recognizes the need to create more affordable housing -- namely workforce housing, housing for young families

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Housing: The Plan recognizes the need to create more affordable housing -- namely workforce housing, housing for young families

and housing for seniors – and recommends a variety of ways of achieving a wider range of housing types and price points.

Natural Features and Recreation: The Plan recognizes the value residents place on Kittery’s parks and beaches as well as on its scenic

“Kittery is old and must preserve old trees and old buildings and wildlife” – comment from Comment Board in Town Hall.

vistas which greatly contribute to the experience of living and visiting Kittery. Parks, beaches, and other open spaces support recreation and have other values. Notably, Kittery is home to many rare, threatened, and endangered animals and plants as well as significant wildlife habitats and rare natural community types. Additionally, various mechanisms to protect open lands, farmland and wildlife corridors are proposed due to significant concern amongst residents.

Historic Features: Participants in the Comprehensive Planning process expressed a significant degree of support for protecting the Town’s historic features. Among other things, the Plan recommends creating a Historic Preservation Committee to conduct an inventory and oversee the protection and education regarding these resources. Creating historic districts around clusters of historic buildings, and establishing fence height restrictions to preserve views of historic and scenic areas are also proposed. Additionally, the Plan recommends a number of ways to help support and promote local artists.

Transportation: A number of recommendations respond to the public’s desire for additional alternative modes of transportation, namely safe pedestrian and bicycle infrastructure. Exploring the

feasibility of a town shuttle, including the potential for regional collaboration is also suggested.

Future development is guided to areas where public utilities exist, where growth has already occurred. Growth is steered away from protected lands, natural resources, and areas that are not currently serviced by water and/or sewer infrastructure.

Regional cooperation and collaboration is recommended wherever relevant, mutually beneficial approaches should be explored.

Kittery’s resilience and ability to plan and adapt to potential future change is promoted in a variety of ways, including by identifying, monitoring, planning and mitigating the potential impacts of sea level rise and climate change. Additional recommendations include updating the Town Code to encourage the use of renewable energy sources, increasing public awareness regarding the need to protect the environment for future generations.

The lenses of environmental stewardship and future resilience, the health and wellness of Kittery residents, and economic and social vitality are used to evaluate recommendations.

TOP 25 KEY RECOMMENDATIONS

The policy recommendations were selected based on professional opinion (an assessment of existing conditions, future trends, and best practice), and what the public and the Steering Committee seemed to feel was most important.

Numbering does not in any way indicate priority. The numbers in parenthesis correspond to the relevant strategy(s) in the Implementation Tables.

1. Complete a **CLIMATE ADAPTATION STUDY** to plan for the potential impacts of sea level rise and prepare for extreme weather events.
2. Working with the Kittery Land Trust, develop a **STRATEGY FOR OPEN SPACE ACQUISITION**, setting priorities for parcels to be included.
3. 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.
4. Develop a long-range plan for the **LIBRARY** including where the library will be located (renovation and expansion on existing site, new building on other site) and whether the Library should become a Town Department.
5. 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.
6. Updating the Sidewalks Conditions Report and developing a Bike Plan are among the specific steps recommended.
6. Engage in targeted outreach to **BUSINESS AND INDUSTRY SECTORS** marketing Kittery's economic development areas. Marketing should include continuing to update and improve the Economic Development website.
7. Ensure historic properties, including buildings and landscapes, are preserved and explore the establishment of **HISTORIC DISTRICTS** and development design guidelines to further the properties' protection.
8. Reduce **DOG AND HORSE WASTE** at area open spaces through enhanced enforcement and public education.
9. 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.
10. **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 bylaw** and provide incentives for developers to use the bylaw.
11. 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 (e.g.

- Dock to Dish program connecting fishermen to local restaurants).
12. Review and revise **TOWN CODE** so that it supports the implementation of the Comprehensive Plan goals and objectives, is clear, promotes best practice, and is easy to use.
 13. Develop a Plan for Town facilities and property owners to transition to **LOW AND ZERO IMPACT ENERGY SOURCES**
 14. Use the **COMPREHENSIVE PLAN AND FUTURE LAND USE MAP** as a guide for encouraging desirable new development in identified appropriate locations, while protecting open spaces, agricultural land, and natural and historical resources while keeping in mind that climate change and areas at risk will change the overlay map
 15. Educate residents about town planning roles and processes and ensure that **PLANNING AND TOWN MANAGEMENT PROCESSES** are open, transparent, informative, inclusive, respectful and welcoming.
 16. 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.
 17. 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.
 18. Provide more support and visibility to the work of **LOCAL ARTISTS** by expanding exhibition venues and providing a mechanism to support arts-related businesses, including non-profits. Artists are seen to provide a uniqueness to Kittery and residents expressed a desire to provide additional support and visibility.
 19. **GUIDE DEVELOPMENT** to areas already served by public utilities (8.1.2.), resulting in a more efficient and cost-effective use of these public services.
 20. 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.).
 21. Develop a **COMPLETE STREETS POLICY** to identify needed and appropriate improvement in order to accommodate all modes of transportation to accommodate all including people with special needs. This will result in reducing pollutants to the environment and in providing safe healthy options for residents to get around, mainly by walking and biking.
 22. Increase awareness in residents and business owners with regard to the **EFFECTS OF POLLUTANTS, PESTICIDES, AND STORMWATER RUNOFF** (6.3.1.) and evaluate Town Code regarding the **use of pesticides and herbicides with chemicals, in waterfront areas and town-wide** (6.3.2.). Providing

information and incentives for greener practices will help to mitigate these environmental hazards.

23. Increase and improve **COMMUNICATION** with Town residents (7.1.3.). 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.
24. Consider an **ADAPTIVE REUSE ORDINANCE** to guide redevelopment of existing buildings (8.1.6.). By promoting the reuse of existing structures more efficient development can occur in areas already serviced by public utilities and protecting open land from development.
25. 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.

**TOP 24 RIPE APPLES
("LOW HANGING FRUIT")¹**



The following are a sample of selected low or no cost, relatively easy to achieve action items that received the most support by the participants at a public forum where these were discussed. It is

¹ These low cost, relatively easy to achieve action items received the most support at a public forum held on Nov. 3, 2016.

recommended that the Town proceed with implementing at least some of these in order to keep momentum and support for the Plan alive.

Highest Priority

- Establish a new committee, revive the defunct Energy Committee, and/or team up with the York Energy Committee and **design a sustainability policy and plan for the Town.**
- Explore ways of increasing Town Department efficiencies and effectiveness by further **collaborating across departments.**
- Revisit **cluster ordinance** to ensure it is maintaining the goal of open space preservation.
- Establish a **Climate Adaptation Committee.**
- Join **regional coalition of surrounding coastal communities** to work together around issues of sea level rise.
- Consider a **ban on plastic bags and plastic water bottles**

ALSO:

- Consider forming a **Transportation Advisory Committee** to identify and evaluate transportation improvements.
- Develop a **Complete Streets Policy** to accommodate all modes of transportation, for all ability levels, in a safe and attractive way to encourage more walking and biking.

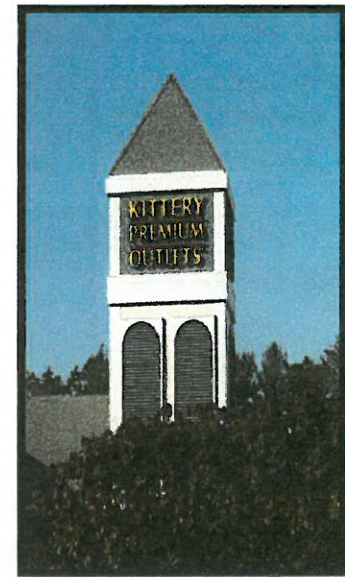
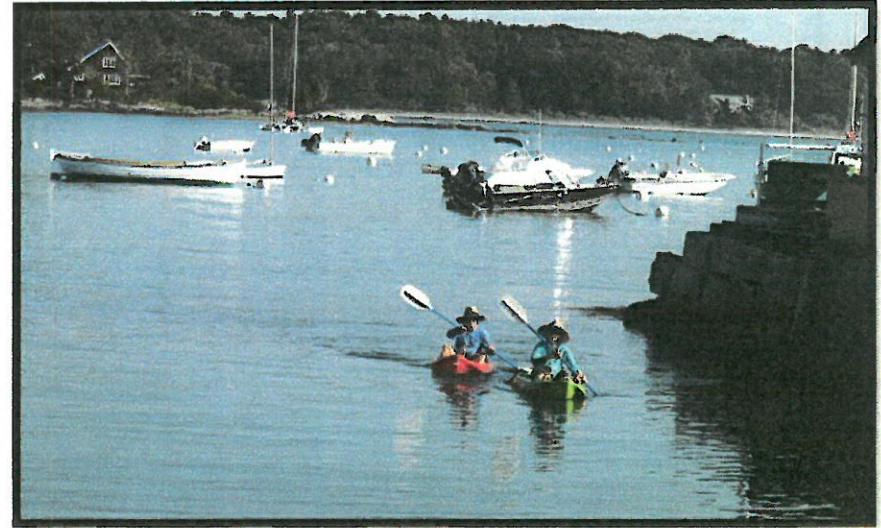
- Identify ways for better management of existing parking spaces, e.g. consider **off-site remote parking for employees**.
- Work with the Kittery Land Trust to create a **prioritized list of parcels for open space acquisition** should there parcels come up for sale.
- Consider endorsing York River Committee's efforts to designate the **York River Watershed** as a Federal Wild and Scenic River with the Mt. Agamenticus-to-the-Sea Initiative.
- Increase awareness regarding **dog feces ordinance** and erect more signs with regulations pertaining to the conduct of dogs and their owners on beaches and other open spaces.
- Prepare educational materials summarizing Kittery's water quality challenges and the **effects of pollutants and pesticides**.
- Create an on-line and printed **guide to the recreational resources** of Kittery and make them available to residents and visitors.
- Establish a process to monitor and report on the status of the **Comprehensive Plan Implementation**.
- Undertake a **Housing Plan** to study supply, demand and strategies to encourage a variety of housing types and price points.
- Invite the business owners of the **Rt. 1 Outlet Mall area** to explore future redevelopment options, including encouraging mixed use (e.g. housing on upper stories above retail).
- Identify additional areas of potential **collaboration with the PNS**.
- **Encourage non-motorized visitors** to environmentally-sensitive areas by installing bike racks and bike/pedestrian paths.
- Review, update and promote existing materials/information on **navigating Kittery's waterways**.
- Provide **recycling bins** in public places.
- Develop **town-wide goals regarding energy efficiency** and related benchmarks for public facilities.

EXECUTIVE SUMMARY

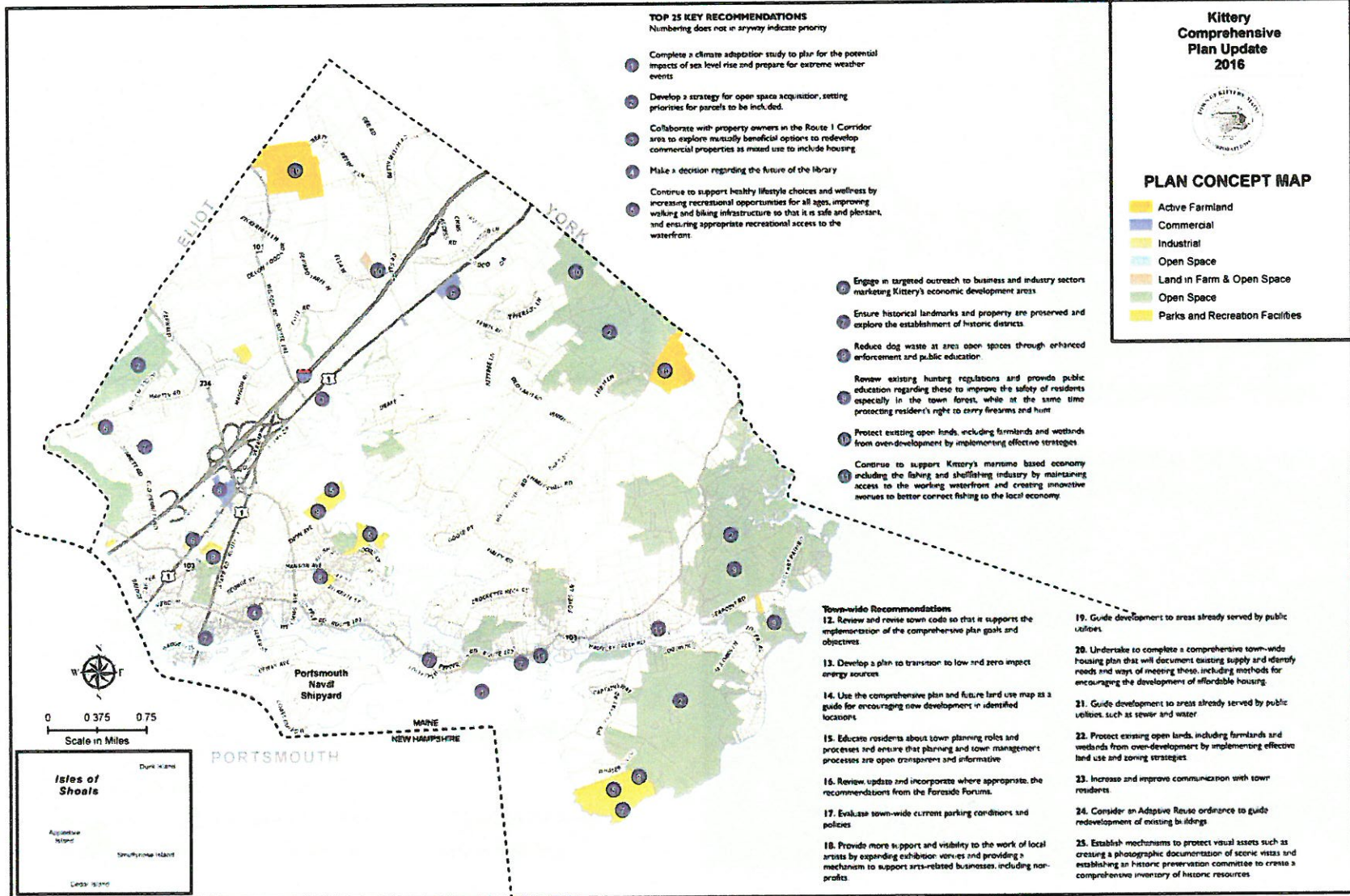
- Establish a **timeline for converting all Town-owned buildings to renewable energy**. *Explore grants to install solar energy panels*
- Increase **involvement of the schools in environmental stewardship efforts**.

PLAN CONCEPT MAP

The Plan Concept Map on the following page provides summarizes the key recommendations of the Comprehensive Plan.



CONCEPT PLAN MAP: 25 TOP KEY RECOMMENDATIONS



FUTURE LAND USE MAP

The Future Land Use Map is a summary of the Future Land Use Plan which was developed to help guide future decisions regarding the kind of growth and the location of growth that was determined to be appropriate and desirable and that is consistent with the vision, goals and objectives of the Comprehensive Plan.

- **“GROWTH”** - areas where the Town would like to encourage future development to occur
- **“LIMITED GROWTH”**- areas that could accommodate a minimal amount of growth
- **Neighborhood Conservation Areas**- areas may have infill potential, but for the most part will retain a similar character in the future.
 - Foreside
 - Kittery Point
 - Admiralty Village

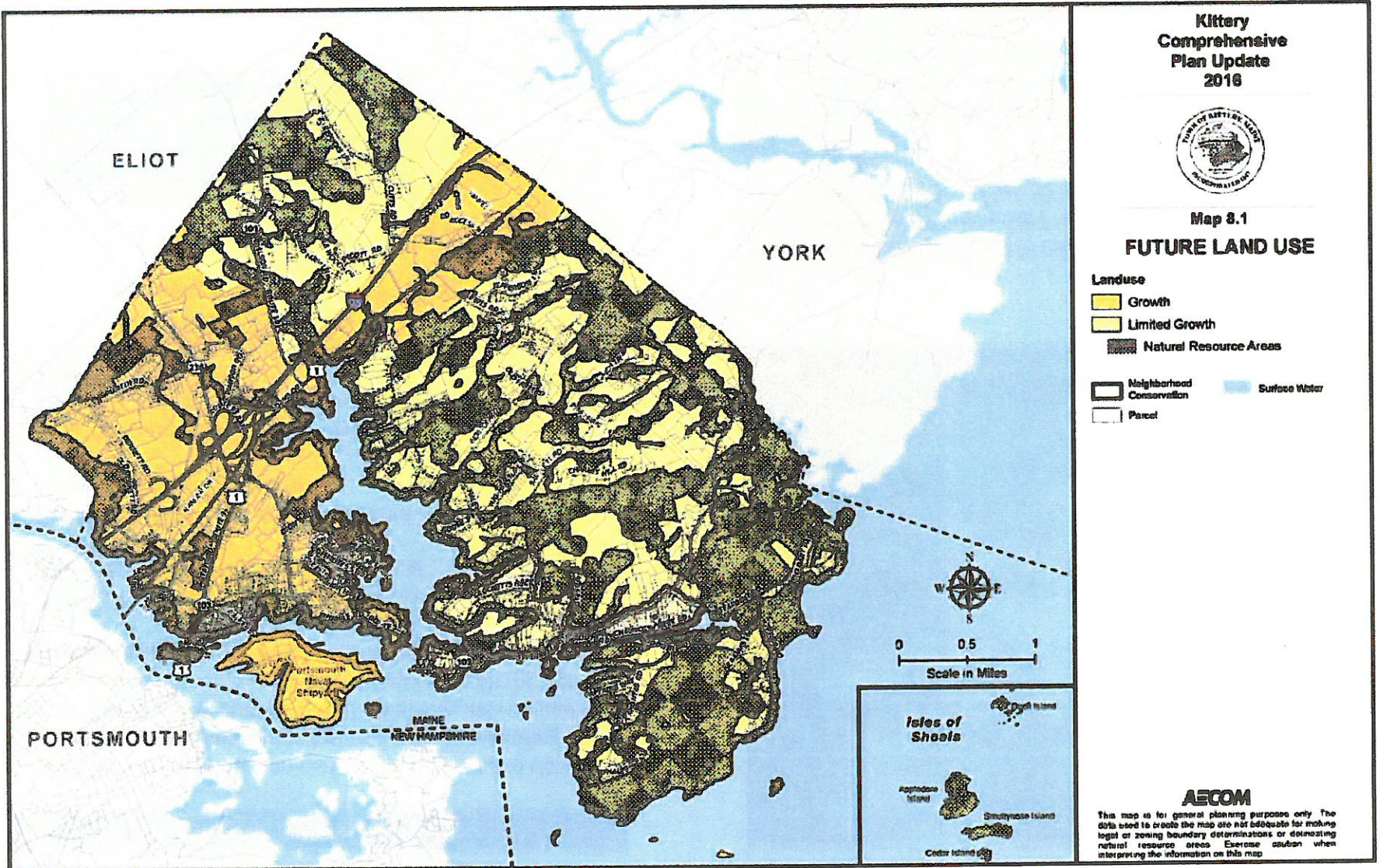
“There is still plenty of room to grow while maintaining Kittery’s character” – comment from Comment Board in Town Hall.



The Future Land Use Map also includes:

- **Most current inventory of protected open spaces** which will not be developed on in the future
- **Resource Protection/Rural Conservation land areas** that should not be developed due to their impact on natural features, watersheds, and surface water bodies.

FUTURE LAND USE MAP



IMPLEMENTATION

NEXT STEPS: Moving forward towards implementation, what are the first steps?

- Establish method to monitor progress on the Plan
- Continue to review and fine-tune menu of options and resources
- Use goals and objectives as a decision-making guide to evaluate opportunities and plans
- Look for opportunities (e.g. funding; partners: public and private sector; regional approaches, partners, etc.)
- Continue community conversation
- Many items will require additional vetting, including Town Council vote
- Begin by implementing “ripe apples” to keep momentum
- Vet top 25 Key Recommendations first

IMPLEMENTATION TOOLS AND CAPACITY

Increase Capacity

- Hire additional staff
- Recruit additional volunteers
- Consider need for additional committees, boards
- Regional approach
- Increase commercial tax base
- Explore funding opportunities (state, grants, etc.)
- Revise zoning and adopt new tools

Prioritize

- Funding availability
- Opportunity to partner
- Addresses health and safety
- Political will
- “Ripe apples” – low hanging fruit to keep momentum
- Phasing
- Establish a method to monitor progress and keep the Plan Up-to-Date

The Comprehensive Plan Update Committee seriously considered recommending the formation of an implementation committee, but determined that a better alternative would be to, in consultation with the Town Manager and Council, create a structured process involving the Council, Boards, and Department Heads to periodically (on an annual or biannual basis) monitor, support and report on progress of implementation.

ESTABLISH PROCESS TO MONITOR PROGRESS: Support implementation of the **Comprehensive Plan Goals and Objectives**

by creating a process to monitor, support and report on the progress of implementation.

ANNUAL EVALUATION OF IMPLEMENTATION: The Town Manager should hold an **annual Summit Meeting** with representatives of existing boards, committees and the Town Council to report on the “State of the Plan” and to discuss progress, hurdles and action plans.





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Town Manager's Report to the Town Council
January 22, 2018

- 1. FEMA Flood Maps** – The town's environmental consultants' process of preparing for appeals to the revised Flood Insurance Rate Maps (FIRM) is still in Phase 1. As the Council may recall, Ransom's work is being conducted in two phases. Phase 1 focuses on developing the alternative methodology for predicting flood areas. Once complete, each of the partnering communities will have to separately engage Ransom to apply the methodology to their particular coastal areas (transects) and develop the appeal documentation for FEMA (Phase 2).

The storm in early January has added new data to the effort, which may need to be incorporated into the modeling. The partnering communities are meeting to discuss the impact of the new data and learn more about other communities interested in joining the project. If new communities join the effort, Kittery's share of the cost of Phase 1 will reduce.

FEMA expects the formal appeal process to begin early this year; originally it was anticipated that the appeal process would begin in late 2017.

The Town Council made available \$20,000 for the development of the appeal data (Phase 1). To-date, the anticipated costs are approximately \$36,000. I will be seeking a transfer, once Phase 1 is complete, to address any overages and prepare for Phase 2. Additionally, in 2014 the impacted property owners-of-record pledged funds for the Ransom project. We have recently sent letters to the impacted property owners to follow-up on the 2014 pledge effort. This was directed by the Council when it approved the \$20,000.

Additionally, the Council asked what Kittery's FEMA Community Rating System (CRS) score is. The Town of Kittery is not a participant in the CRS. The CRS is a program that provides discounting on flood insurance, based on certain activities and actions taken by the rated community to mitigate flood impacts. It is akin to the ISO rating. We are looking into the CRS program and what appropriate next steps would be.

- 2. Pavement Management Program** – The Council had requested an update on the road plan used to guide our annual road improvement efforts. Years 1 through 3 focus on town roads, with some state-aid (compact) roads included. Years 4 and 5 are predominately focused on state-aid roads. The FY2019 – FY2023 Capital Improvement Plan will lay out a funding proposal for implementation of the plan. Attached is the updated Pavement Management Plan.
- 3. Sound System in Council Chambers** – We will be working over the next few months to remind committee, board, and commission members about the importance of speaking into the

microphones during meetings in Council Chambers. The microphones not only feed to the speakers in the audience section of the room, they are also the sound feed for the recording and broadcast of the meetings.

Additionally, Randy Buccini is working on switching the microphone heads with ones that have a greater range of sound capture. We are also working on dropping a microphone at the whiteboard next to the lectern. This will improve sound capture in that area of the Chambers.

4. **Vehicle Registration Enforcement** – In August, the Kittery Police Department launched a Vehicle Registration Enforcement program. The program included public service announcements and enhanced focus on registration compliance. Officers followed-up on complaints received, and conducted compliance checks during school drop-off and pick-up during the first weeks of school. From August through November of 2017, Kittery Officers stopped 679 vehicles with Out of State registrations (for various reasons, not exclusive to Out of State registrations) and a total of 8 warnings, citations, and summons were issued. To note the number of stops from August to November of 2017 increased by 130 over the same period the prior year; however, half of the number of citations, warnings, and summons specifically for Out of State registration violations were issued in comparison to the same period in 2016.
5. **LED Street Light Conversion** – Chief O’Brien is spearheading our efforts to develop a plan for conversion of our street lights to LED. The town has 641 street lights. A conversion could potentially lower the electrical demand of our street lights by 63%. Total estimated cost of the conversion is approximately \$450,000. Anticipated annual savings is approximately \$65,000. We need to consider various funding options including lease/purchase paid for by the savings; cash funded, or bonding with debt service offset by savings.

We have been in communication with Eliot about the project as a potential collaboration opportunity. Given the comparative project size for each community, a collaborative purchase and implementation plan may not be advantageous for both communities. This is still being investigated in conjunction with the plan development.

Upcoming Dates:

- Tax Bills Due – February 15
- Valentine Dance – February 10, 6PM-8PM, Kittery Community Center
- Valentine Parent/Son Bowling – February 10, 6PM-8PM, Bowl-O-Rama
- 10th Annual Kittery Community Center Auction – April 6, 6:30PM, Regatta Room, Eliot

Respectfully Submitted,



Kendra Amaral
Town Manager

Street Segment	From Street	To Street	Status	Miles	Square Yards	RSR	Repair	Unit Cost	Repair Estimate	Contingency Estimate	Sidewalk Estimate	Supplemental Estimate	Police Estimate	Project Estimate
PHILBRICK RD-01	RT 103	LEMONT LN	Accepted	0.14	1,595.86	76.28	1" Shim	\$6.00	\$9,575.18	\$0.00	\$0.00	\$0.00	\$0.00	\$9,575.00
PHILBRICK RD-02	LEMONT LN	CROSS ST	Accepted	0.06	678.05	82.28	1" Shim	\$6.00	\$4,068.29	\$0.00	\$0.00	\$0.00	\$0.00	\$4,068.00
														\$13,643.00
PICOTT RD-01	CUTTS RD	ELLA WOODS DR	Accepted	0.29	3,581.69	35.31	1/2" Shim & 11/2"Overlay	\$12.50	\$44,771.16	\$0.00	\$0.00	\$0.00	\$0.00	\$44,771.00
PICOTT RD-02	ELLA WOODS DR	KELSEY LN	Accepted	0.05	663.36	58.31	1/2" Shim & 11/2"Overlay	\$12.50	\$8,292.03	\$0.00	\$0.00	\$0.00	\$0.00	\$8,292.00
PICOTT RD-03	KELSEY LN	SEWARD FARM LN	Accepted	0.13	1,614.87	24.31	Reclamation	\$45.00	\$72,669.06	\$0.00	\$0.00	\$0.00	\$0.00	\$72,669.00
PICOTT RD-04	SEWARD FARM LN	LITCHFIELD RD	Accepted	0.20	2,478.59	14.31	Reclamation	\$45.00	\$111,536.47	\$0.00	\$0.00	\$0.00	\$0.00	\$111,536.00
PICOTT RD-05	LITCHFIELD RD	RT 101	Accepted	0.44	5,471.04	34.31	1/2" Shim & 11/2"Overlay	\$12.50	\$68,387.97	\$0.00	\$0.00	\$0.00	\$0.00	\$68,388.00
														\$305,656.00
TRAIP AVE	RT 103	RT 103	Accepted	0.15	1,613.68	78.28	1" Shim	\$6.00	\$9,682.05	\$0.00	\$0.00	\$0.00	\$0.00	\$9,682.00
														\$9,682.00
GOODSOE RD-01	RT 236	COLONIAL RD	Accepted	0.05	586.54	68.27	1/2" Shim & 11/2"Overlay	\$12.50	\$7,331.76	\$0.00	\$0.00	\$0.00	\$0.00	\$7,332.00
GOODSOE RD-02	COLONIAL RD	DEAD END	Accepted	0.04	560.69	87.27	1/2" Shim & 11/2"Overlay	\$12.50	\$7,008.61	\$0.00	\$0.00	\$0.00	\$0.00	\$7,009.00
														\$14,341.00
OLD ARMORY WAY	GOVERNMENT ST	DEAD END	Accepted	0.13	1,108.42	53.32	1/2" Shim & 11/2"Overlay	\$12.50	\$13,855.21	\$0.00	\$0.00	\$0.00	\$0.00	\$13,855.00
														\$13,855.00
BADGERS IS W-01	RT 1	BADGERS IS W-02	Accepted	0.09	1,301.14	86.28	1" Shim	\$6.00	\$7,806.86	\$0.00	\$0.00	\$0.00	\$0.00	\$7,807.00
BADGERS IS W-02	BADGERS IS W-01	BADGERS IS W-01	Accepted	0.19	2,356.93	86.28	1" Shim	\$6.00	\$14,141.55	\$0.00	\$0.00	\$0.00	\$0.00	\$14,142.00
														\$21,949.00
LEACH RD-01	DENNETT RD	SALT CREEK WAY	Accepted	0.16	1,996.97	79.27	1" Shim	\$6.00	\$11,981.82	\$0.00	\$0.00	\$0.00	\$0.00	\$11,982.00
LEACH RD-02	SALT CREEK WAY	ELIOT TL	Accepted	0.10	1,214.36	84.27	1" Shim	\$6.00	\$7,286.14	\$0.00	\$0.00	\$0.00	\$0.00	\$7,286.00
														\$19,268.00
														Total Year 2019 \$398,394.00
CHAUNCEY CREEK RD-01	CUTTS ISLAND LN	GERRISH ISLAND LN	Accepted	0.38	4,657.55	48.31	1/2" Shim & 11/2"Overlay	\$12.50	\$58,219.42	\$0.00	\$0.00	\$0.00	\$0.00	\$58,219.00
CHAUNCEY CREEK RD-02	GERRISH ISLAND LN	RT 103	Accepted	0.51	6,281.90	34.31	Reclamation	\$45.00	\$282,685.34	\$0.00	\$0.00	\$0.00	\$0.00	\$282,685.00
														\$340,904.00
HUNTER AVE	WATER ST	GOVERNMENT ST	Accepted	0.12	1,605.60	88.32	1" Shim	\$6.00	\$9,633.60	\$0.00	\$0.00	\$0.00	\$0.00	\$9,634.00
														\$9,634.00
HAPPY AVE	DENNETT RD EXT	DEAD END	Accepted	0.04	405.44	82.27	1" Shim	\$6.00	\$2,432.62	\$0.00	\$0.00	\$0.00	\$0.00	\$2,433.00
														\$2,433.00
TOWN WHARF	WALLINGFORD SQ	DEAD END	Accepted	0.04	266.88	85.32	1" Shim	\$6.00	\$1,601.29	\$0.00	\$0.00	\$0.00	\$0.00	\$1,601.00
														\$1,601.00
RIPLEY RD	RT 1	DEAD END	Accepted	0.05	539.58	77.27	1" Shim	\$6.00	\$3,237.48	\$0.00	\$0.00	\$0.00	\$0.00	\$3,237.00
														\$3,237.00
MANSON AVE EXT	RT 236	ROGERS RD	Accepted	0.07	746.64	80.32	1" Shim	\$6.00	\$4,479.86	\$0.00	\$0.00	\$0.00	\$0.00	\$4,480.00
														\$4,480.00
NEWMARCH ST	WATER ST	RT 1	State Aid	0.03	378.85	84.32	1" Shim	\$6.00	\$2,273.12	\$0.00	\$0.00	\$0.00	\$0.00	\$2,273.00
														\$2,273.00
PAUL ST	RT 103	RUDOPH AVE	Accepted	0.08	741.96	78.28	1" Shim	\$6.00	\$4,451.76	\$0.00	\$0.00	\$0.00	\$0.00	\$4,452.00
														\$4,452.00
CENTRAL AVE-01	RT 103	PINE ST	Accepted	0.03	407.15	83.28	1" Shim	\$6.00	\$2,442.90	\$0.00	\$0.00	\$0.00	\$0.00	\$2,443.00
CENTRAL AVE-02	PINE ST	DAME ST	Accepted	0.03	371.33	91.28	1" Shim	\$6.00	\$2,227.98	\$0.00	\$0.00	\$0.00	\$0.00	\$2,228.00
CENTRAL AVE-03	DAME ST	JONES AVE	Accepted	0.03	359.15	82.28	1" Shim	\$6.00	\$2,154.90	\$0.00	\$0.00	\$0.00	\$0.00	\$2,155.00
														\$6,826.00

Street Segment	From Street	To Street	Status	Miles	Square Yards	RSR	Repair	Unit Cost	Repair Estimate	Contingency Estimate	Sidewalk Estimate	Supplemental Estimate	Police Estimate	Project Estimate
HILL CREEK DR-01	LEWIS RD	ABBY DR	Accepted	0.08	1,096.18	89.27	1" Shim	\$6.00	\$6,577.08		\$0.00			
HILL CREEK DR-02	ABBY DR	IZZY LN	Accepted	0.03	391.23	89.27	1" Shim	\$6.00	\$2,347.40		\$0.00		\$0.00	\$6,577.00
HILL CREEK DR-03	IZZY LN	DEAD END	Accepted	0.06	831.81	89.27	1" Shim	\$6.00	\$4,990.87		\$0.00		\$0.00	\$2,347.00
														\$4,991.00
														\$13,915.00
													Total Year 2020	\$389,755.00

Street Segment	From Street	To Street	Status	Miles	Square Yards	RSR	Repair	Unit Cost	Repair Estimate	Contingency Estimate	Sidewalk Estimate	Supplemental Estimate	Police Estimate	Project Estimate
REMICKS LN-01	CUTTS RD	CUTTS RIDGE LN	Accepted	0.28	4,035.93	46.27	1/2" Shim & 11/2"Overlay	\$12.50	\$50,449.14		\$0.00		\$0.00	\$50,449.00
REMICKS LN-02	CUTTS RIDGE LN	CLAYTON LN	Accepted	0.07	980.04	75.27	1/2" Shim & 11/2"Overlay	\$12.50	\$12,250.47		\$0.00		\$0.00	\$12,250.00
REMICKS LN-03	CLAYTON LN	STONERIDGE WAY	Accepted	0.26	3,818.37	43.27	1/2" Shim & 11/2"Overlay	\$12.50	\$47,729.65		\$0.00		\$0.00	\$47,730.00
REMICKS LN-04	STONERIDGE WAY	HERITAGE WAY	Accepted	0.05	677.68	55.27	1/2" Shim & 11/2"Overlay	\$12.50	\$8,470.96		\$0.00		\$0.00	\$8,471.00

Street Segment	From Street	To Street	Status	Miles	Square Yards	RSR	Repair	Unit Cost	Repair Estimate	Contingency Estimate	Sidewalk Estimate	Supplemental Estimate	Police Estimate	Project Estimate
NORTON RD-01	HALEY RD	MILLER RD	Accepted	0.47	6585.89	48.31	1" Shim	\$6.00	\$39,515.34		\$0.00		\$0.00	\$39,515.00
NORTON RD-02	MILLER RD	OLD FARM RD	Accepted	0.46	6,450.00	70.31	1/2" Shim & 11/2"Overlay	\$12.50	\$80,625.01		\$0.00		\$0.00	\$80,625.00
NORTON RD-03	OLD FARM RD	HIGHPOINTE CIR	Accepted	0.15	2,080.62	70.31	1/2" Shim & 11/2"Overlay	\$12.50	\$26,007.73		\$0.00		\$0.00	\$26,008.00
NORTON RD-04	HIGHPOINTE CIR	LEWIS RD	Accepted	0.20	2,848.45	65.31	1/2" Shim & 11/2"Overlay	\$12.50	\$35,605.65		\$0.00		\$0.00	\$35,606.00
NORTON RD-05	LEWIS RD	DEAD END	Accepted	0.15	2,071.86	72.31	1/2" Shim & 11/2"Overlay	\$12.50	\$25,898.29		\$0.00		\$0.00	\$25,898.00

Street Segment	From Street	To Street	Status	Miles	Square Yards	RSR	Repair	Unit Cost	Repair Estimate	Contingency Estimate	Sidewalk Estimate	Supplemental Estimate	Police Estimate	Project Estimate
HIGHPOINTE CIR	NORTON RD	KITTEE LN	Accepted	0.32	4,720.40	87.27	1" Shim	\$6.00	\$28,322.40		\$0.00		\$0.00	\$28,322.00

Street Segment	From Street	To Street	Status	Miles	Square Yards	RSR	Repair	Unit Cost	Repair Estimate	Contingency Estimate	Sidewalk Estimate	Supplemental Estimate	Police Estimate	Project Estimate
LEWIS RD-01	NORTON RD	HILL CREEK DR	Accepted	0.16	1,865.15	70.31	1" Shim	\$6.00	\$11,190.88		\$0.00		\$0.00	\$11,191.00
LEWIS RD-02	HILL CREEK DR	KITTEE LN	Accepted	0.18	2,150.39	78.31	1" Shim	\$6.00	\$12,902.32		\$0.00		\$0.00	\$12,902.00
LEWIS RD-03	KITTEE LN	BLUEBERRY LN	Accepted	0.11	1,314.69	86.31	1" Shim	\$6.00	\$7,888.12		\$0.00		\$0.00	\$7,888.00
LEWIS RD-04	BLUEBERRY LN	DAHLIA DR	Accepted	0.08	891.25	78.31	1" Shim	\$6.00	\$5,347.50		\$0.00		\$0.00	\$5,348.00
LEWIS RD-05	DAHLIA DR	JEFFERSON LN	Accepted	0.05	621.41	78.31	1" Shim	\$6.00	\$3,728.46		\$0.00		\$0.00	\$3,728.00
LEWIS RD-06	JEFFERSON LN	ZAKAYLA LN	Accepted	0.16	1,852.87	67.31	1" Shim	\$6.00	\$11,117.22		\$0.00		\$0.00	\$11,117.00
LEWIS RD-07	ZAKAYLA LN	RT 1	Accepted	0.29	3,414.42	76.31	1" Shim	\$6.00	\$20,486.52		\$0.00		\$0.00	\$20,487.00

Street Segment	From Street	To Street	Status	Miles	Square Yards	RSR	Repair	Unit Cost	Repair Estimate	Contingency Estimate	Sidewalk Estimate	Supplemental Estimate	Police Estimate	Project Estimate
ROSELLEN DR	HALEY RD	CUL DE SAC	Accepted	0.10	1,409.82	84.27	1" Shim	\$6.00	\$8,458.92		\$0.00		\$0.00	\$8,459.00

Total Year 2021 \$435,994.00

Street Segment	From Street	To Street	Status	Miles	Square Yards	RSR	Repair	Unit Cost	Repair Estimate	Contingency Estimate	Sidewalk Estimate	Supplemental Estimate	Police Estimate	Project Estimate
BRAVE BOAT HARBOR RD-01	GERRISH ISLAND LN	CUTTS ISLAND LN	State Aid	0.13	1,620.23	79.31	11/2"Overlay	\$9.25	\$14,987.11		\$0.00		\$0.00	\$14,987.00
BRAVE BOAT HARBOR RD-02	CUTTS ISLAND LN	KIMBALL LN	State Aid	0.43	5,539.30	57.31	11/2"Overlay	\$9.25	\$51,238.55		\$0.00		\$0.00	\$51,239.00
BRAVE BOAT HARBOR RD-03	KIMBALL LN	EVENTIDE DR	State Aid	0.07	870.99	70.31	11/2"Overlay	\$9.25	\$8,056.63		\$0.00		\$0.00	\$8,057.00
BRAVE BOAT HARBOR RD-04	EVENTIDE DR	SHEPHERDS WAY	State Aid	0.19	2,492.52	65.31	11/2"Overlay	\$9.25	\$23,055.78		\$0.00		\$0.00	\$23,056.00
BRAVE BOAT HARBOR RD-05	SHEPHERDS WAY	SHORT FARM RD	State Aid	0.18	2,377.42	70.31	11/2"Overlay	\$9.25	\$21,991.17		\$0.00		\$0.00	\$21,991.00
BRAVE BOAT HARBOR RD-06	SHORT FARM RD	GAILEY FARM LN	State Aid	0.32	4,108.57	60.31	11/2"Overlay	\$9.25	\$38,004.32		\$0.00		\$0.00	\$38,004.00
BRAVE BOAT HARBOR RD-07	GAILEY FARM LN	SALT MARSH LN	State Aid	0.28	3,581.74	52.31	11/2"Overlay	\$9.25	\$33,131.11		\$0.00		\$0.00	\$33,131.00
BRAVE BOAT HARBOR RD-08	SALT MARSH LN	YORK TL	State Aid	0.26	3,362.78	33.31	11/2"Overlay	\$9.25	\$31,105.75		\$0.00		\$0.00	\$31,106.00

Street Segment	From Street	To Street	Status	Miles	Square Yards	RSR	RSR	Repair	Unit Cost	Repair Estimate	Contingency Estimate	Sidewalk Estimate	Supplemental Estimate	Police Estimate
PEPPERRELL RD-01	CHAUNCEY CREEK RD	KEEN AVE	State Aid	0.06	865.42	73.00	11/2"Overlay	\$9.25	\$8,005.17		\$0.00		\$3,000.00	\$8,005.00
PEPPERRELL RD-02	KEEN AVE	HALEY RD	State Aid	0.17	2,408.11	55.31	11/2"Overlay	\$9.25	\$22,275.05		\$0.00		\$0.00	\$22,275.00
PEPPERRELL RD-03	HALEY RD	MOORES ISLAND LN	State Aid	0.18	2,604.70	64.31	11/2"Overlay	\$9.25	\$24,093.43		\$0.00		\$0.00	\$24,093.00
PEPPERRELL RD-04	MOORES ISLAND LN	BELLAMY LN	State Aid	0.19	2,624.48	60.31	11/2"Overlay	\$9.25	\$24,276.44		\$0.00		\$0.00	\$24,276.00
PEPPERRELL RD-05	BELLAMY LN	COLEMAN AVE	State Aid	0.13	1,835.83	65.31	11/2"Overlay	\$9.25	\$16,981.45		\$0.00		\$0.00	\$16,981.00
PEPPERRELL RD-06	COLEMAN AVE	CROCKETTS NECK RD	State Aid	0.22	3,165.87	51.31	11/2"Overlay	\$9.25	\$29,284.31		\$0.00		\$0.00	\$29,284.00
PEPPERRELL RD-07	CROCKETTS NECK RD	LAWRENCE LN	State Aid	0.26	3,687.51	45.31	11/2"Overlay	\$9.25	\$34,109.47		\$0.00		\$0.00	\$34,109.00
PEPPERRELL RD-08	SPARHAWK LN	FOLLETT LN	State Aid	0.09	1,218.33	49.32	11/2"Overlay	\$9.25	\$11,269.52		\$0.00		\$0.00	\$11,270.00
PEPPERRELL RD-09	FOLLETT LN	SPARHAWK LN	State Aid	0.09	1,276.10	49.32	11/2"Overlay	\$9.25	\$11,803.94		\$0.00		\$0.00	\$11,804.00
PEPPERRELL RD-10	SPARHAWK LN	DUNCAN WAY	State Aid	0.05	699.11	48.32	11/2"Overlay	\$9.25	\$6,466.80		\$0.00		\$0.00	\$6,467.00

Street Segment	From Street	To Street	Status	Miles	Square Yards	RSR	Repair	Unit Cost	Repair Estimate	Contingency Estimate	Sidewalk Estimate	Supplemental Estimate	Police Estimate	Project Estimate
														\$188,564.00

TENNEY HILL RD -01	CHAUNCEY CREEK RD	FOG HOLLOW LN	State Aid	0.42	5,395.52	50.31	11/2"Overlay	\$9.25	\$49,908.54	\$0.00	\$0.00	\$0.00	\$0.00	\$49,909.00
TENNEY HILL RD -02	FROG HOLLOW LN	GERRISH ISLAND LN	State Aid	0.10	1,267.88	65.31	11/2"Overlay	\$9.25	\$11,727.92	\$0.00	\$0.00	\$0.00	\$0.00	\$11,728.00
													\$61,637.00	
													Total Year 2022	\$471,772.00

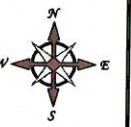
Segment Name	From Street	To Street	Status	Miles	Square Yards	RSR	Repair Method	Unit Cost	Repair Estimate	Contingency Estimate	Sidewalk Cost	Supplemental Cost	Police Estimate	Project Estimate
ROUTE 1-03	RT 95 RAMP	RIPLEY RD	State Aid	0.11	3,240.24	75.32	1/2" Shim & 11/2"Overlay	\$12.50	\$40,503.00	0.00	\$0.00	\$0.00	\$0.00	\$40,503.00
ROUTE 1-04	RIPLEY RD	WILSON RD	State Aid	0.05	1,662.61	74.32	1/2" Shim & 11/2"Overlay	\$12.50	\$20,782.63	0.00	\$0.00	\$0.00	\$0.00	\$20,783.00
ROUTE 1-05	WILSON RD	COTTAGE WAY	State Aid	0.09	2,640.56	69.31	1/2" Shim & 11/2"Overlay	\$12.50	\$33,007.00	0.00	\$0.00	\$0.00	\$0.00	\$33,007.00
ROUTE 1-06	COTTAGE WAY	DEXTER LN	State Aid	0.41	12,412.46	69.31	1/2" Shim & 11/2"Overlay	\$12.50	\$155,155.75	0.00	\$0.00	\$0.00	\$0.00	\$155,156.00
ROUTE 1-07	DEXTER LN	HALEY RD	State Aid	0.26	7,902.50	68.31	1/2" Shim & 11/2"Overlay	\$12.50	\$98,781.25	0.00	\$0.00	\$0.00	\$0.00	\$98,781.00
ROUTE 1-08	HALEY RD	CUTTS RD	State Aid	0.22	6,686.62	46.31	1/2" Shim & 11/2"Overlay	\$12.50	\$83,582.75	0.00	\$0.00	\$0.00	\$0.00	\$83,583.00
ROUTE 1-09	CUTTS RD	LEWIS RD	State Aid	0.30	9,047.71	59.31	1/2" Shim & 11/2"Overlay	\$12.50	\$113,096.38	0.00	\$0.00	\$0.00	\$0.00	\$113,096.00
ROUTE 1-10	LEWIS RD	LEDGEWOOD DR	State Aid	0.41	12,590.36	80.31	1/2" Shim & 11/2"Overlay	\$12.50	\$157,379.50	0.00	\$0.00	\$0.00	\$0.00	\$157,380.00
ROUTE 1-11	LEDGEWOOD DR	IDLEWOOD LN	State Aid	0.25	7,629.50	80.31	1/2" Shim & 11/2"Overlay	\$12.50	\$95,368.75	0.00	\$0.00	\$0.00	\$0.00	\$95,369.00
ROUTE 1-12	IDLEWOOD LN	YORK TL	State Aid	0.34	10,387.40	80.31	1/2" Shim & 11/2"Overlay	\$12.50	\$129,842.50	0.00	\$0.00	\$0.00	\$0.00	\$129,843.00
													\$927,501.00	
													Total Year 2023	\$927,501.00

5 Year Total \$2,623,416.00

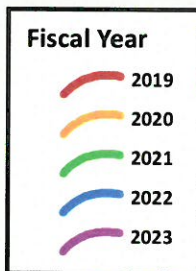
Town of Kittery, Maine

Pavement Management Program

Proposed FY19 - FY23 CIP

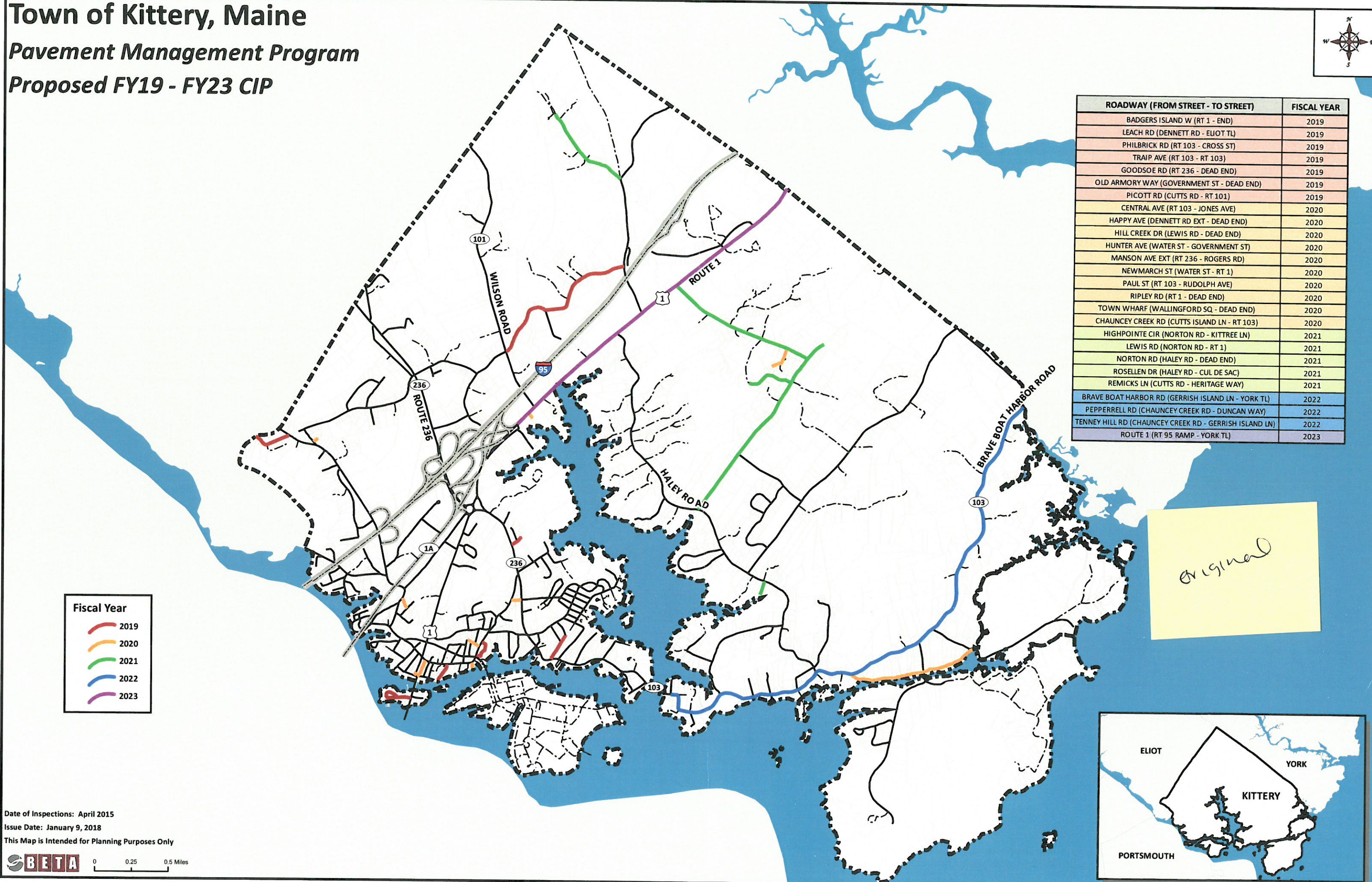
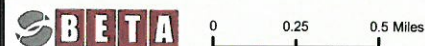


ROADWAY (FROM STREET - TO STREET)	FISCAL YEAR
BADGERS ISLAND W (RT 1 - END)	2019
LEACH RD (DENNETT RD - ELIOT TL)	2019
PHILBRICK RD (RT 103 - CROSS ST)	2019
TRAP AVE (RT 103 - RT 103)	2019
GOODSOE RD (RT 236 - DEAD END)	2019
OLD ARMORY WAY (GOVERNMENT ST - DEAD END)	2019
PICOTT RD (CUTTS RD - RT 101)	2019
CENTRAL AVE (RT 103 - JONES AVE)	2020
HAPPY AVE (DENNETT RD EXT - DEAD END)	2020
HILL CREEK DR (LEWIS RD - DEAD END)	2020
HUNTER AVE (WATER ST - GOVERNMENT ST)	2020
MANSON AVE EXT (RT 236 - ROGERS RD)	2020
NEWMARCH ST (WATER ST - RT 1)	2020
PAUL ST (RT 103 - RUDOLPH AVE)	2020
RIPLEY RD (RT 1 - DEAD END)	2020
TOWN WHARF (WALLINGFORD SQ - DEAD END)	2020
CHAUNCEY CREEK RD (CUTTS ISLAND LN - RT 103)	2020
HIGHPOINTE CIR (NORTON RD - KITTREE LN)	2021
LEWIS RD (NORTON RD - RT 1)	2021
NORTON RD (HALEY RD - DEAD END)	2021
ROSELLEN DR (HALEY RD - CUL DE SAC)	2021
REMICKS LN (CUTTS RD - HERITAGE WAY)	2021
BRAVE BOAT HARBOR RD (GERRISH ISLAND LN - YORK TL)	2022
PEPPERRELL RD (CHAUNCEY CREEK RD - DUNCAN WAY)	2022
TENNEY HILL RD (CHAUNCEY CREEK RD - GERRISH ISLAND LN)	2022
ROUTE 1 (RT 95 RAMP - YORK TL)	2023



original

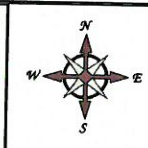
Date of Inspections: April 2015
 Issue Date: January 9, 2018
 This Map is Intended for Planning Purposes Only



Town of Kittery, Maine

Pavement Management Program

Roadway History by Fiscal Year

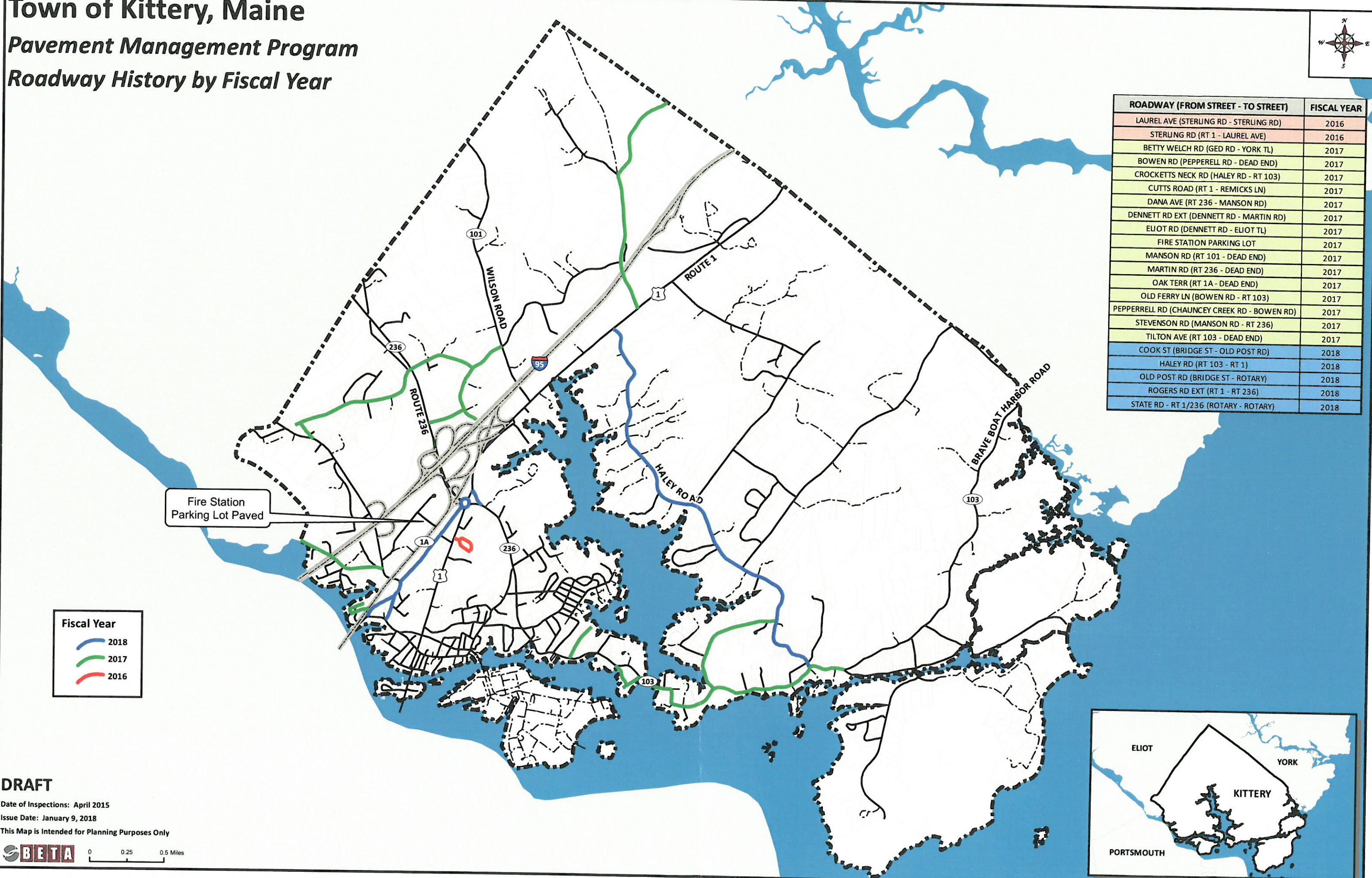


ROADWAY (FROM STREET - TO STREET)	FISCAL YEAR
LAUREL AVE (STERLING RD - STERLING RD)	2016
STERLING RD (RT 1 - LAUREL AVE)	2016
BETTY WELCH RD (GED RD - YORK TL)	2017
BOWEN RD (PEPPERELL RD - DEAD END)	2017
CROCKETTS NECK RD (HALEY RD - RT 103)	2017
CUTTS ROAD (RT 1 - REMICKS LN)	2017
DANA AVE (RT 236 - MANSON RD)	2017
DENNETT RD EXT (DENNETT RD - MARTIN RD)	2017
ELIOT RD (DENNETT RD - ELIOT TL)	2017
FIRE STATION PARKING LOT	2017
MANSON RD (RT 101 - DEAD END)	2017
MARTIN RD (RT 236 - DEAD END)	2017
OAK TERR (RT 1A - DEAD END)	2017
OLD FERRY LN (BOWEN RD - RT 103)	2017
PEPPERELL RD (CHAUNCEY CREEK RD - BOWEN RD)	2017
STEVENSON RD (MANSON RD - RT 236)	2017
TILTON AVE (RT 103 - DEAD END)	2017
COOK ST (BRIDGE ST - OLD POST RD)	2018
HALEY RD (RT 103 - RT 1)	2018
OLD POST RD (BRIDGE ST - ROTARY)	2018
ROGERS RD EXT (RT 1 - RT 236)	2018
STATE RD - RT 1/236 (ROTARY - ROTARY)	2018

Fiscal Year

- 2018
- 2017
- 2016

Fire Station
Parking Lot Paved



**Kittery Town Council
Regular Meeting – Council Chambers
January 8, 2018**

- 1
- 2
- 3
- 4
- 5
- 6 1. Call to Order: Chairperson Lemont called the meeting to order at 7:04 p.m.
- 7
- 8 2. Introductory: Chairperson Lemont read the introductory.
- 9
- 10 3. Pledge of Allegiance: Chairperson Lemont led all present in the Pledge of Allegiance.
- 11
- 12 4. Roll Call: Answering the roll were Councilors Gary Beers, Matthew Brock, Jeffrey Thomson,
- 13 Jeffrey Pelletier, Frank Dennett, Vice-Chairperson Charles Denault and Chairperson Kenneth
- 14 Lemont.
- 15
- 16 5. Agenda Amendment and Adoption: Chairperson Lemont said he had one adjustment, adding
- 17 13-J under “New Business” to accept the letter of resignation from Niles Pinkham from the
- 18 Board of Appeals.
- 19
- 20 6. Town Manager’s Report: Kendra Amaral reported the deadline for implementation of legalized
- 21 retail sales of marijuana by the State of Maine is February 1st but the Legislative Committee is
- 22 working on legislation that will extend the deadline. She asked Drummond Woodsum to
- 23 perform a “stress test” of the town’s ordinances that were put into place to make sure that
- 24 marijuana is not an allowed use in any of the zones, and they said the town is in a protected
- 25 state.
- 26
- 27 Town Manager Amaral updated the Council on the Government Street Pier Reconstruction
- 28 project. She said looking at the CIP Plan for FY’18-’22, \$50,000 is going toward that project.
- 29 She said that Mr. Crawford, a member of the Port Authority, has been working on submitting the
- 30 application for the Small Harbor Improvement Program (SHIP) for grant funding for the
- 31 reconstruction of the pier. She said if approved, the town could be awarded up to 50% of the
- 32 cost of the project.
- 33
- 34 Town Manager Amaral has been in touch with the responsible party regarding back taxes on the
- 35 abandoned trailer, which have been paid. She said she spoke with the Code Enforcement
- 36 Officer for demolition and the town has written the responsible party that a permit must be pulled
- 37 for demolition by the end of January or this will be remanded back to Council for further action.
- 38
- 39 Town Manager Amaral said she is promoting opportunities for residents to get involved in town
- 40 by volunteering on boards and commissions and to that end they have added a “Get Involved”
- 41 button on the town’s home page of their website that provides information on current positions
- 42 available and instructions on how to apply.
- 43
- 44 7. Acceptance of Previous Minutes: Chairperson Lemont declared the minutes of December 27,
- 45 2017 accepted as amended.
- 46
- 47 8. Interviews for the Board of Appeals and Planning Board: None
- 48

49 9. All items involving the town attorney, town engineers, town employees or other town consultants
50 or requested officials. - none
51

52 10. PUBLIC HEARINGS:
53

54 a. (010118-1) The Kittery Town Council moves to hold a public hearing and hereby ordains
55 amendments to Title 2, Administration and Personnel – Town Clerk, of the Kittery Town Code.
56

57 Councilor Thomson requested, through the Chair, that before he opens the public hearing, the
58 Town Manager provide an explanation on the amendments so the public could comment on them.
59

60 Town Manager Amaral said that they are asking for amendments to Title 2 for the Town Clerk’s
61 purpose, as she will be retiring in the Spring. She said they need to make sure that the Title is
62 accurate for what the job is currently and what we seek it to be.
63

64 Chairperson Lemont opened the public hearing at 7:15 pm and asked if any members of the public
65 wished to speak to, for or offer any information for the Town Council’s deliberations. Hearing none,
66 he closed the public hearing.
67

68 **COUNCILOR THOMSON MOVED THAT, PURSUANT TO TITLE 30-A, M.R.S. 3001, 2.14 OF THE**
69 **TOWN CHARTER, THE TOWN COUNCIL HEREBY ORDAINS AMENDMENTS TO**
70 **ADMINISTRATION AND PERSONNEL, TITLE 2, TOWN CLERK, OF THE KITTELY TOWN**
71 **CODE, AS PUBLICLY HEARD THIS EVENING. COUNCILOR BEERS SECONDED THE**
72 **MOTION.**
73

74 Councilor Dennett said he discussed this with the Town Manager and the Town Clerk but the
75 resolution does not appear to be in this document this evening. He said that he proposed a
76 Compliance Officer, also known as a Public Access Officer should be added for the dissemination
77 of information in accordance with the Freedom of Access Act, and that he believes the Town Clerk
78 acts in that capacity. He said he did not see anything in the draft to make it formal.
79

80 Town Manager Amaral said she intended that to be the Town Manager, who could delegate that to
81 another member of the staff because, as an example, the information requested by the public may
82 have legal ramifications.
83

84 Councilor Dennett asked if that would be in writing.
85

86 Town Manager Amaral replied that the Town Council would have to appoint her.
87

88 Councilor Dennett said he assumed that the Town Manager would be putting that in writing for the
89 Town Council’s action in the near future.
90

91 Town Manager Amaral said yes.
92

93 **ROLL CALL VOTE WAS TAKEN, SEVEN IN FAVOR, NONE OPPOSED, MOTION CARRIES.**
94

95 b. (010118-2) The Kittery Town Council moves to hold a public hearing and hereby
96 ordains amendments to Title 2, Administration and Personnel – 2.3 of the Kittery Town Code.
97

98 Chairperson Lemont asked the Town Manager to provide background information on the
99 amendment.

100 Town Manager Amaral said that there has been a change to Title 2 and they are looking to
101 accomplish a few things. She said, as voted on in November, the Personnel Board has been taken
102 out of the Charter and the Human Resources Director position had been removed from the Town
103 Code and they are not filling the position. She said they have a Human Resources Generalist and
104 these proposed amendments are to make the ordinance consistent with that. She said they are
105 striking out a section of the ordinance.
106

107 Town Manager Amaral said that the Town Council will come out of the role of reviewing and
108 approving job descriptions. She said the Town Council will still approve the creation and purpose of
109 a position, but the specific work tasks remain with administration, who is responsible for developing
110 the job description for this particular position that the Town Clerk is responsible for the assembly of
111 the Town Council packets, or another position is.
112

113 Chairperson Lemont opened the public hearing at 7:21 pm and asked if any members of the public
114 wishes to speak to, for or provide information for Town Council deliberations. Hearing none, he
115 closed the public hearing.
116

117 **COUNCILOR THOMSON MOVED PURSUANT TO TITLE 30, M.R.S. 3001, TOWN CHARTER**
118 **SEC. 2.14, THAT THE TOWN COUNCIL HEREBY ORDAINS AMENDMENTS TO TITLE 2,**
119 **ADMINISTRATION AND PERSONNEL, AS PUBLICLY HEARD THIS EVENING. VICE-**
120 **CHAIRPERSON DENAULT SECONDED THE MOTION.**
121

122 Councilor Dennett noted on page 7, after line 267, the prior section allowing a grievant ruled against
123 by a decision of the Town Manager to refer the case to the Human Resources Manager to send to
124 the Personnel Board who could not change the Manager's decision, but make an advisory decision.
125 He said this is for non-union employees, but noted there are no way for appeals whatsoever. He
126 said he thinks this is a little contrary to what the law should provide and there should be a marker
127 there, to a certain extent, that the decision against the grievant by the Town Manager may be
128 appealed in accordance with State Statute.
129

130 Town Manager Amaral said that she discussed this with Councilor Dennett and she does not think it
131 is necessary. She said there are a lot of avenues employees have to address various labor issues
132 by going to the level of State law or to court. She said it does not necessarily change the overall
133 effect of it, but if it creates a level of comfort for Councilor Dennett, she has no objections.
134

135 Councilor Dennett responded it would give him a great deal of comfort. He said Title 16 of the town
136 ordinance is devoted to appeals, relating to variances and decisions of the Planning Board or Code
137 Enforcement Officer. He felt that something should be added, to the effect that there may be
138 appeals, and other avenues, but it's up to you to find them if you are aggrieved.
139

140 Councilor Beers said he supports the Town Manager's contention and does not see a need to add
141 anything. He said there are avenues in the workplace that are adequately conveyed and rights
142 relating to this matter.
143

144 Councilor Dennett said he disagreed, and amended the original motion to include a new sentence.
145

146 **MOTION MADE BY COUNCILOR DENNETT TO ADD THE FOLLOWING, AFTER LINE 267: AN**
147 **EMPLOYEE AGGRIEVED BY THE DECISION OF THE TOWN MANAGER IS ENTITLED TO**
148 **PURSUE SUCH REMEDIES AS MAY BE AVAILABLE BY LAW. VICE-CHAIRPERSON**
149 **DENAULT SECONDED THE MOTION.**
150

151 Vice-Chairperson Denault said he has full faith in the Town Manager's abilities, but he is a former
152 employee of the town, and does not see how it would hurt anything by putting in writing to have an
153 avenue there for aggrieved employees that is not in there now.

154
155 **ROLL CALL VOTE WAS TAKEN ON THE AMENDED MOTION AND VOTED 6-1, WITH**
156 **COUNCILOR BEERS IN OPPOSITION. SIX IN FAVOR, ONE OPPOSED, MOTION CARRIES.**

157
158 **ROLL CALL VOTE WAS TAKEN ON THE ORIGINAL MOTION, WITH THE AMENDMENT, AND**
159 **VOTED 7-0. SEVEN IN FAVOR, NONE OPPOSED, MOTION CARRIES.**

- 160
- 161 11. DISCUSSION:
- 162 a. By members of the public }
- 163 b. Response to public comment directed to a particular Councilor } none
- 164 c. Chairperson's response to public comments }
- 165

166 12. UNFINISHED BUSINESS: none

167 13. NEW BUSINESS

- 168
- 169 a. Donations/gifts received for Council disposition – none
- 170
- 171
- 172 b. (010118-3) The Kittery Town Council moves to approve the disbursement warrants.
- 173

174 **COUNCILOR THOMSON MOVED THE APPROVAL OF THE DISBURSEMENT WARRANTS,**
175 **TOWN PAYABLE IN THE AMOUNT OF \$111,345.81 AND SCHOOL PAYABLE IN THE AMOUNT**
176 **OF \$498,036.33, SECONDED BY VICE-CHAIRPERSON DENAULT. ALL WERE IN FAVOR 7-0**
177 **BY A VOICE VOTE, AYE, MOTION CARRIES.**

178 c.(010118-4) The Kittery Town Council moves to set the 2018 Town Manager and Town
179 Council goals.

180
181 Chairperson Lemont asked the Town Manager for her comments. Town Manager Amaral said that
182 last year Council set her goals and they were reported on quarterly. She said the proposed
183 Manager's goals are included in Council's packets, as well as Council's goals as has approved in
184 2017, which are high-level goals and lend themselves to continuing forward. She said it was voted
185 that the majority of the goals would be carried forward from the year prior. She said the Town
186 Manager's goals have been carried forward.

187
188 Town Manager Amaral recommended carrying forward some of her goals as well, and read the list,
189 specifically supporting the long-term planning, and working with regional agencies, supporting the
190 process 2015 through 2025, updating the Comprehensive Plan to propose and implement Charter
191 and ordinance changes for town efficiency and continuation of improving town-generated
192 communications. She said she is looking for input, reaction and changes to the proposed goals.

193
194 Chairperson Lemont said he would look to Councilor Beers and Councilor Thomson as former
195 chairs, for guidance and asked if this requires a formal vote.

196
197 Councilor Beers replied it has been done in the past.

198

199 Councilor Thomson said they should endorse the Manager's goals, and carry-forward goals for us
200 as well and have a brief workshop, maybe 5:30 pm, before the Special Meeting on the 17th, and
201 give us something to act on at the first meeting in February.

202
203 Chairperson Lemont asked if Council was comfortable in doing that and the other Councilors
204 agreed.

205
206 Councilor Beers asked if they would be addressing budget goals, and secondly, if Councilors could
207 send suggestions for hand-out materials to the Town Manager for their workshop at 5:30 p.m.

208
209 Chairperson Lemont said he would schedule that.

210
211 d. (010118-5) The Kittery Town Council moves to appoint Niles Pinkham to the
212 Port Authority pending his resignation from the Board of Appeals effective 1/9/18 until 1/1/23.

213
214 **COUNCILOR BROCK MOVED TO APPOINT NILES PINKHAM TO THE PORT AUTHORITY,**
215 **FROM JANUARY 9, 2018 UNTIL JANUARY 1, 2023, PENDING HIS RESIGNATION FROM THE**
216 **BOARD OF APPEALS, SECONDED BY VICE-CHAIRPERSON DENAULT.**

217
218 Councilor Thomson thought they had to act on Mr. Pinkham's resignation first.

219
220 Councilor Brock said he thought that is what Chairperson Lemont did when he had mentioned
221 adjusting the agenda.

222
223 Chairperson Lemont asked for clarification on what the Council would like to do.

224
225 Councilor Thomson noted that the resignation letter from Mr. Pinkham and specified that his
226 "resignation is hereby effective upon his appointment to the Port Authority" so he thought that
227 covers it.

228
229 **ROLL CALL VOTE WAS TAKEN WITH SEVEN IN FAVOR, NONE OPPOSED. MOTION**
230 **CARRIES.**

231
232 e. (010118-6) The Kittery Town Council moves to approve the proposed
233 amendment to the KCC Board By-Laws to now state a meeting schedule during the year of
234 January, March, May, August, September and November.

235
236 **VICE-CHAIRPERSON DENAULT MOVED THAT COUNCIL APPROVE THE PROPOSED**
237 **AMENDMENT TO THE KCC BOARD BY-LAWS TO STATE A MEETING SCHEDULE DURING**
238 **THE YEAR OF JANUARY, MARCH, MAY, AUGUST, SEPTEMBER AND NOVEMBER,**
239 **SECONDED BY COUNCILOR BEERS.**

240
241 Councilor Thomson said he would speak to this as Councilor rep on this Board, that, for the last two
242 years, with the very smooth-running of the KCC and the addition of Barbara MacLeod, they thought
243 it would be suitable not to clutter staff time with unnecessary meetings and their recommendation is
244 to go with six meetings.

245
246 Councilor Dennett presumed that the other Councilors are in favor of this, but there seems to be a
247 slight fly in the ointment. He said there is no meeting in the month of December; however, Section
248 5 of the KCC rules provides that "at the regular meeting in December, the Board shall elect a Chair,
249 Vice-Chair and Secretary and wanted to know if there is no meeting, when would it be done.

250 Councilor Thomson said they can do that in November.

251
252 Councilor Dennett asked if he would make that change in Section 5 and Councilor Thomson agreed.

253
254 Chairperson Lemont if the maker of the motion and the second would agree to amending the motion
255 to include that language.

256
257 **VICE CHAIRPERSON DENAULT MOVED AN AMENDMENT TO THE ORIGINAL MOTION TO**
258 **REVISED LANGUAGE IN SEC. 5 TO READ: "AT THE REGULAR MEETING IN NOVEMBER, THE**
259 **BOARD SHALL ELECT A CHAIR, VICE-CHAIR AND SECRETARY." COUNCILOR BEERS**
260 **SECONDED THE AMENDMENT TO THE MOTION.**

261
262 **ROLL CALL VOTE WAS TAKEN WITH SEVEN IN FAVOR, NONE OPPOSED, MOTION**
263 **CARRIES.**

264
265 f. (010118-7) The Kittery Town Council moves to amend Council Rules as presented

266
267 **COUNCILOR BEERS MOVED THE AMENDMENT TO THE COUNCIL RULES AS PRESENTED,**
268 **SECONDED BY VICE-CHAIRPERSON DENAULT.**

269
270 Councilor Dennett said he does not have any particular objection to this in that there will only be one
271 meeting in July, August and December, and the meetings will start at 6:00 p.m., but he does not
272 understand lines 36, 37 and 38 regarding public proceedings commencing at 6:00 p.m. and asked
273 Councilor Beers to explain what that means.

274
275 Councilor Beers said that routinely, all regular meetings would be targeted for 6:00 p.m., unless the
276 Chair and the Town Manager determine a workshop or an Executive Session must be conducted at
277 an earlier point in time, in which case the regular meeting would begin afterward.

278
279 Councilor Dennett said the meeting with an Executive Session would start at 5:00 p.m. and the
280 regular meeting at 6:00 p.m.

281
282 Councilor Beers replied it would be, at the call of the Chairperson and Town Manager, and the
283 regular meeting would be thereafter.

284
285 Councilor Dennett said that is not how it reads.

286
287 Councilor Beers said he drafted it the best he could but said that Councilor Dennett should feel free
288 to offer another suggestion.

289
290 Councilor Dennett said starting a meeting at 5:00 pm with an Executive Session or Workshop, and
291 the regular meeting at 6:00 p.m. would be okay. He said this came up several years ago when the
292 Town Council had a workshop that started at 6, but didn't finish until 6:40 pm and the Chair ruled the
293 regular meeting would start immediately, 20 minutes earlier. He said he did not want to see the
294 meeting begin earlier than 6 or an Executive Session or Workshop spill over 6:00 p.m.

295
296 Councilor Beers said his intention would be that after the workshop or Executive Session the Chair
297 could go into the meeting at that point or be set at the following hour that the Chair calls.

298

299 Councilor Dennett said the regular proceedings would commence at 6 or 7 or whatever the hour is,
300 regardless of whether the item is finished or not. He said that public notice law requires a date,
301 place and time.

302
303 Councilor Beers said he would strike the words "except if the Chair scheduled a workshop or
304 Executive Session prior to the regular meeting" and retain "whether or not it is proceeded by an
305 Executive Session or a Workshop."

306
307 Councilor Dennett said the regular meeting would commence at 6:00 p.m.

308
309 Councilor Dennett asked if this time would start at the next meeting. Chairperson Lemont replied
310 yes, that is his intent.

311
312 **COUNCILOR BEERS SAID HE WOULD AMEND HIS MOTION TO REFLECT THE REVISED**
313 **LANGUAGE AND VICE-CHAIRPERSON DENAULT SECONDED THE AMENDED MOTION.**

314
315 **ROLL CALL VOTE WAS TAKEN AND VOTED SEVEN IN FAVOR, NONE OPPOSED. MOTION**
316 **CARRIES.**

317
318 g. (010118-8) The Kittery Town Council moves to schedule a public hearing to amend Title
319 2 Administration and Personnel – Lead Dispatcher, of the Kittery Town Code.

320
321 **COUNCILOR THOMSON MOVED THAT SCHEDULE A PUBLIC HEARING ON JANUARY 22ND**
322 **TO AMEND TITLE 2, ADMINISTRATION AND PERSONNEL – LEAD DISPATCHER, OF THE**
323 **KITTERY TOWN CODE SECONDED BY VICE-CHAIRPERSON DENAULT. ROLL CALL VOTE**
324 **WAS TAKEN, AND VOTED SEVEN IN FAVOR, NONE OPPOSED, MOTION CARRIES.**

325
326 h. (010118-9) The Kittery Town Council moves to sign a Release Deed, releasing tax liens
327 to Robert Mason, for property located at 34 Stevenson Road, Kittery, Maine, identified as Assessor's
328 Tax Map 29, Lot 27.

329
330 Chairperson Lemont asked for the Town Manager to comment.

331
332 Town Manager Amaral said that this issue was identified by Jan Fisk in the Assessing Dept. saying
333 that the property was recently sold, and through the title search, it was discovered that past due taxes
334 were not identified when the property was sold the last time. She said the lien needs to be released
335 clearing the title and transferring the property.

336
337 Councilor Brock asked if the Town Attorney had reviewed this.

338
339 Town Manager Amaral replied that Atty. McEachern had reviewed this.

340
341 Vice-Chairperson Denault wanted to know if the town was waiving fees.

342
343 Town Manager Amaral answered all fees were included as well as the interest rate of 9%. She said
344 they could not re-create the interest rates that far back, so they took the average over the last 15
345 years and applied 9%, which will be collected.

346
347 **THERE WAS NO MOTION MADE OR SECONDED. ROLL CALL VOTE WAS TAKEN, AND**
348 **VOTED SEVEN IN FAVOR, NONE OPPOSED, MOTION CARRIES.**

349

350 i. (010118-10) The Kittery Town Council moves to create three library committees as
351 recommended by the Town Manager.

352
353 Chairperson Lemont asked the Town Manager to comment.

354
355 Town Manager Amaral said as was suggested at the last meeting, she met with the Library Board of
356 Directors to discuss some ideas moving the Library project forward in addition to the Library
357 becoming a Town Department. She said this is an administrative proposal and is not coming from the
358 Library Board of Directors, but she is suggesting three Committees be created.

359
360 Town Manager Amaral said the first committee would be to help negotiate the Library becoming a
361 town department. She said this Committee would need to work out some issues, namely employee
362 wages, and since the Library has assets, the Board would dissolve the 503c funds, and figure out
363 what happens with those assets as well as figure out what happens to the KCC. She said they would
364 have to come up with special language for the Board of Directors to become a Town Board.

365
366 Town Manager Amaral said she is seeking representatives from the Board of Directors and the Town
367 Council and it would come before both the Board and Council for approval and would like to get the
368 work done by the start of the fiscal year. She said she has included a draft charge for Council's
369 consideration.

370
371 Town Manager Amaral said the second committee is the Library Building Project Committee, which is
372 like a standard building committee, which would be responsible for driving the project forward,
373 developing a scope of services, and recommending an architectural and engineering team, and
374 seeing through the construction.

375
376 Town Manager Amaral said since this committee has the most interest, she is proposing it be a larger
377 committee which would include 3 Councilors, 3 Board of Directors and 3 citizens to be selected by the
378 six members.

379
380 Town Manager Amaral said the third Committee is the Taylor Building Disposition Committee – but
381 the Library Board of Directors is still considering this and has not yet approved this Committee. She
382 said to have property in the Foreside for development, which is a focused area, they have to make
383 sure they decide what the development of the Taylor Building will be rather than go with the highest
384 bid. She said this Committee will go through the process, develop an RFP and evaluation criteria,
385 review the proposals and recommend disposition of the property. The Committee would be
386 comprised of Town Councilors, Board of Directors and staff. She said she included a draft charge for
387 Council's review.

388
389 Town Manager Amaral said the Board of Directors has voted to support the Library Building Project
390 Committee as well as the Negotiations/Transition group, but not the disposition of the Taylor Building.
391 She said they would still need to meet on these suggestions and asked if there were any questions.

392
393 Councilor Thomson wanted to know if Council was expected to act on this item this evening.

394
395 Town Manager Amaral said if they would like to, but Council may want to come back to discuss these
396 committees.

397
398 Councilor Thomson said for the Library Building Project Committee, he would like to have one fewer
399 Town Councilor, one fewer Board member and increase the membership to five residents. He said it
400 would be better to have more community members.

401 Chairperson Lemont asked if Council concurs with Councilor Thomson's recommendation.

402
403 Councilor Beers said he agrees with Councilor Thomson and the Town Manager. He would like to be
404 a Town Council representative on the Negotiations/Transition working group.

405
406 Vice-Chairperson Denault said he would like to be involved on the Building Committee.

407
408 Councilor Brock said they are making good progress and there are important issues. He said he had
409 a question about the status of the Taylor Building Disposition Committee since the Board of Directors
410 are still considering the proposal. He said ideally, all three should be approved at the same time. He
411 wanted to know if there is a timetable when the Library Board would be approving this committee. He
412 asked what is the purpose of forming this committee if the Library Board of Directors has not bought
413 into it yet. He said he would like to be on that Committee as well.

414
415 Town Manager Amaral said since former Town Councilor Judy Spiller is the one who drove this and
416 had this focus, asked that she be involved in the working group and be considered going forward.

417
418 Chairperson Lemont said that Councilor Pelletier will have the first choice on whatever Committee he
419 would like.

420
421 Chairperson Lemont asked if Council wanted to postpone this item

422
423 Councilor Pelletier said, in response to the comment made by Councilor Brock, if the Board of
424 Directors do not come back to us to resolve this issue of the Taylor Building Disposition, then he
425 would love to be involved on the Library Building Project Committee.

426
427 Councilor Brock said that the mission of the Taylor Building Disposition Committee is to sell the
428 property and would suggest language mean that it be sold, or may be another arrangement, but the
429 language be broad enough to include or language be sufficiently brought to include the potential sale
430 or other ways to utilize the property and we should not be pre-judging that.

431
432 Chairperson Lemont said they were not taking any action.

433
434 j. (010118-11) The Kittery Town Council moves to accept the letter of resignation from
435 Niles Pinkham from the Board of Appeals.

436
437 **COUNCILOR THOMSON MOVED TO ACCEPT THE LETTER OF RESIGNATION FROM NILES**
438 **PINKHAM FROM THE BOARD OF APPEALS, WITH THANKS FOR HIS YEARS OF SERVICE,**
439 **EFFECTIVE IMMEDIATELY, SECONDED BY COUNCILOR PELLETIER. ROLL CALL VOTE WAS**
440 **TAKEN AND VOTED 7-0, SEVEN IN FAVOR, NONE OPPOSED, MOTION CARRIES.**

441
442 14. COUNCILOR ISSUES OR COMMENTS

443
444 Councilor Thomson thanked the Public Works Dept. and safety personnel during the recent cold spell
445 and the storm. He thought the workshop was very helpful with an informative overview of the
446 Planning Board's approach to these issues. He said great suggestions were provided, remanding it
447 back to the Planning Board.

448
449 Councilor Brock said he would like to add to what Councilor Thomson said, that e-mails back and
450 forth from the Town Manager were responsive and that he appreciates the Public Works, Fire Dept.
451 and Safety personnel.

452 Councilor Beers echoed what Councilors Thomson and Brock said regarding the Public Works and
453 safety personnel during the last few weeks.

454
455 Vice-Chairperson Denault reported that the water is up to the windows of Warren's Lobster House and
456 in the Spring, we should all go visit them to help them out.

457
458 Chairperson Lemont said he appreciated the Public Works Dept. and the safety personnel, who put in
459 long hours as well as the Police Dept. and Fire Dept. and thanked the staff. He said he would like to
460 reiterate what Councilor Brock said at the last meeting. He said the Economic Development
461 Commission will be meeting the third Wednesday at 6 o'clock regarding the Business Park.

462
463 Councilor Beers said that the CIP Committee has met once and will meet this Wednesday afternoon.
464 He said they expect to be complete for Council consideration at the February 12th meeting.

465
466 15. COMMITTEE AND OTHER REPORTS – none
467 a. Communications from the Chairperson
468 b. Committee Reports

469
470 16. EXECUTIVE SESSION – none

471
472 17. ADJOURNMENT

473

474 **COUNCILOR THOMSON MOVED TO ADJOURN THE MEETING AT 8:00 P.M. COUNCILOR**
475 **PELLETIER SECONDED THE MOTION. SEVEN IN FAVOR BY A UNANIMOUS VOICE VOTE.**
476 **MOTION CARRIES. MEETING ADJOURNED.**

477

478 Respectfully submitted,

479

480 Barbara Boggiano
481 Recording Secretary

482



TOWN OF KITTERY
200 Rogers Road, Kittery, ME 03904
Telephone: 207-475-1329 Fax: 207-439-6806

REPORT TO TOWN COUNCIL

Meeting Date: January 8, 2018
From: Kendra Amaral, Town Manager
Subject: Title 2 Amendment – Lead Dispatcher Position
Councilor Sponsor: Chairperson Kenneth Lemont

EXECUTIVE SUMMARY

Through negotiations with the Dispatchers Unit, and in accordance with the Collective Bargaining Agreement, approved on November 27 by the Town Council, I am seeking to establish the Lead Dispatcher position.

This position was sought by the administration and union, to address the need for a lead dispatcher to coordinate and implement required Quality Assurance programs. The position also retains the responsibilities of a shift dispatcher.

Currently this role is being informally performed by a member of the Dispatch team.

This position is expected to be filled internally and will not increase the number of full-time staff. The compensation was negotiated with the Dispatch Unit and is included in the CBA.

STATEMENT OF NEED

The requirements and regulations governing emergency dispatch operations are growing. Included in the certification requirements for an Emergency Medical Dispatch operation are quality assurance programs. In the coming years the Town must incorporate Emergency Police Dispatch (EPD) and Emergency Fire Dispatch (EFD) protocols and expand the quality assurance efforts to meet the requirements of these dispatch programs.

PROPOSED SOLUTION/RECOMMENDATION

Adopt as recommended.

1 **2.4.5.9 Animal Control Officer.**

2 The purpose of this position is to enforce all laws relating to dogs, cats, other pets, and nuisance
3 wild animals for the police department. This position reports to the chief of police. Duties include,
4 but are not limited to: planning programs; educating the general public; locating wild animals;
5 maintaining rabies awareness; enforcing all animal-related laws; and performing additional tasks
6 as assigned by the police chief.

7
8 **2.4.5.10 Police Officer.**

9 The purpose of this position is to enforce all criminal, civil, and motor vehicle laws on behalf of the
10 police department. This position reports to the assigned supervisor. Duties include, but are not
11 limited to: patrolling assigned areas; dispersing unruly crowds; preparing paperwork; warning,
12 citing, or arresting violators; and performing additional tasks as assigned.

13
14 **2.4.5.11 Dispatcher.**

15 The purpose of this position is to receive, prioritize, and disperse information and calls for service
16 in regard to police, fire, ambulance, or other emergency agencies. This position reports to the
17 assigned supervisor. Duties include, but are not limited to: receiving calls; dispatching appropriate
18 personnel; providing information; maintaining logs; issuing permits; and performing additional
19 tasks as assigned.

20
21 **2.4.5.12 Dispatcher / Secretary.**

22 The purpose of this position is to receive, prioritize, and disperse information and calls for service
23 in regard to police, fire, ambulance, or other emergency agencies. Additionally, this position
24 provides secret support to the detective division of the police department. This position reports to
25 the assigned supervisor. Duties include, but are not limited to: receiving calls; dispatching
26 appropriate personnel; providing information; maintaining logs; issuing permits; typing reports;
27 preparing various documents; transcribing tapes; processing and maintaining files; and performing
28 additional tasks as assigned.

29
30 **2.4.5.13 Shellfish Conservation Warden.**

31 The purpose of this position is to patrol the clam flats as required to ensure compliance with
32 Kittery's shellfish conservation ordinance, and all applicable marine resource laws and regulations.
33 This position reports to the chief of police. Duties include, but are not limited to: patrolling the
34 town's clam flats; educating the general public; maintaining a log of all activities, and submitting
35 reports as required by state laws and regulations.

36
37 **2.4.5.14 Lead Dispatcher**

38 The purpose of this position is to ensure proper performance of Dispatch operations. The Lead
39 Dispatcher serves as the Terminal Agency Coordinator duties, oversees the Computer Aided
40 Dispatch administrative functions, the National Academy of Emergency Dispatch quality assurance
41 functions, and assists and instructs personnel in the proper discharge of their assigned duties.

42
43
44 **Article VI. Sewer Department**

45
46 **2.4.6.1 Superintendent of Sewer Services.**

Chapter 2.5 COMPENSATION

1	2.4.5.8	Juvenile Officer	Union Contract
2	2.4.5.9	Animal Control Officer	Union Contract
3	2.4.5.10	Police Officer	Union Contract
4	2.4.5.11	Dispatcher	Union Contract
5	2.4.5.12	Dispatcher / Secretary	Union Contract
6	2.4.5.13	Shellfish Conservation Warden	Council
7	<u>2.4.5.14</u>	<u>Lead Dispatcher</u>	<u>Union Contract</u>
8	2.4.6.1	Superintendent of Sewer Services	Council
9	2.4.6.2	Utility Billing Bookkeeper / Assistant Tax Collector	Union Contract
10	2.4.6.3	Operator-Class I	Union Contract
11	2.4.6.4	Operator-Class II	Union Contract
12	2.4.6.5	Chief Plant Operator	Union Contract
13	2.4.6.6	Laboratory Technician Level I or II	Union Contract
14	2.4.6.7	Maintenance Worker	Union Contract
15	2.4.7.1	Commissioner	Council
16	2.4.7.2	Administrative Assistant	Council
17	2.4.7.3	Foreman	Union Contract
18	2.4.7.4	Driver / Laborer II	Union Contract
19	2.4.7.5	(Reserved)	
20	2.4.7.6	Mechanic/Operator	Union Contract
21	2.4.7.7	Equipment Operator	Union Contract
22	2.4.8.1	Fire Chief	Council
23	2.4.8.2	Assistant Chief	Council
24	2.4.8.3	Deputy Chief	Council
25	2.4.8.4	Captain	Council
26	2.4.8.5	Lieutenant	Council

**KITTERY TOWN CODE TITLE 2, PROPOSED AMENDMENT –
LEAD DISPATCHER**

1 **AN ORDINANCE** relating to the municipality’s authority for Town governance to give due and
2 proper attention to its many demands pursuant to the Town Charter, Federal law, and Maine
3 Revised Statutes, and more particularly where set forth in Maine Revised Statutes Title 30-A,
4 Municipalities and Counties.

5 **WHEREAS**, the Kittery Town Council is authorized to enact this Ordinance, as specified in
6 Sections 1.01 and 2.07(3) of the Town Charter; and 30-A MRS §3001, pursuant to its powers
7 that authorize the town, under certain circumstances, to provide for the public health, welfare,
8 morals, and safety, and does not intend for this Ordinance to conflict with any existing state or
9 federal laws; and

10 **WHEREAS**, the personnel director is obligated to prepare personnel rules which the Council
11 adopts by ordinance and said ordinance establishes the classification of all town positions,
12 based on the duties, authority and responsibility of each position, with adequate provision for
13 reclassification of any position whenever warranted by changed circumstances; and

14 **WHEREAS**, the Town seeks to better coordinate and implement the required emergency
15 medical dispatch quality assurance programs and to coordinate training of other dispatchers;

16 **WHEREAS**, a Lead Dispatcher role will better serve the department and support a high-quality
17 dispatch operation.

18 **NOW THEREFORE**, IN ACCORDANCE WITH TITLE 30-A MRS §3001, AND TOWN
19 CHARTER §2.14, THE TOWN OF KITTERY HEREBY ORDAINS TITLE 2, PERSONNEL and
20 ADMINISTRATION, OF THE TOWN CODE, AS PRESENTED.

21 **INTRODUCED** and read in a public session of the Town Council on the ____ day of _____,
22 20____, by: _____ {NAME} Motion to approve by Councilor
23 _____ {NAME}, as seconded by Councilor _____ {NAME} and
24 passed by a vote of _____.

25 **THIS ORDINANCE IS DULY AND PROPERLY ORDAINED** by the Town Council of Kittery,
26 Maine on the ____ day of _____, 20 ____, {NAME}, _____, Chairperson

27 **Attest:** {NAME}, _____ Town Clerk

1 **5.14 Lead Dispatcher**

- 2 A. Purpose of Position. The purpose of this position is to ensure proper performance of Dispatch
3 operations. The Lead Dispatcher serves as the Terminal Agency Coordinator duties, and
4 oversees the Computer Aided Dispatch administrative functions, the National Academy of
5 Emergency Dispatch quality assurance functions, and assists and instructs personnel in the
6 proper discharge of their assigned duties.
- 7 B. Essential Duties and Responsibilities. The following duties are normal for this position. These are
8 not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.
- 9 1. Schedule, train and provide day-to-day oversight of Dispatch personnel;
 - 10 2. Serve as the Terminal Agency Coordinator and performs the Computer Aided Dispatch functions,
11 and the National Academy of Emergency Dispatch quality assurance functions for the Town;
 - 12 3. Assure proper basic training of any new employee and prepare monthly evaluations until the new
13 employee's probationary period is complete;
 - 14 4. Maintain the schedule of Dispatchers, approve or deny time off requests, and facilitate order-ins to
15 work when necessary;
 - 16 5. Identify and make timely reports of equipment failures, deficiencies, and potential problems.
 - 17 6. Receives calls from the general public or other law enforcement agencies; sorts calls for service
18 into priority and routine calls; provides general information and directions to caller, when
19 appropriate; dispatches appropriate emergency agency; handles walk-in complaints and court
20 ordered check-ins when appropriate;
 - 21 7. Maintains track of the status of units out on call; sends additional units, as necessary; distributes
22 to patrol units, and duty supervisors, all information received; transmits, receives, and distributes
23 information from NCK/NLETS, DMV computer to patrol units, as needed;
 - 24 8. Maintains files of property and people entered into the NCIC system; cancel entries, as
25 appropriate;
 - 26 9. Performs data entry of reports into computer; retrieves data for patrol units; prepares and
27 maintains associated files; updates manual; issues fire and inspection permits; issues yard sale
28 permits;
 - 29 10. Processes summons, warnings, parking tickets, and other related documentation; records in
30 associated log books; operates in-house computer; assigns case numbers; prepares and reviews
31 logs for department files and the press;
 - 32 11. May assist in the processing of prisoners; monitors prisoners in and out of cells; records
33 prisoners' behavior;
 - 34 12. Utilizes various machines and equipment in the delivery of service, such as in-house computer,
35 copier, paper cutter, two-way radio, fax machine, TTY machine, 911 computers and telephone
36 system;
 - 37 13. Reviews and receives various reports, documents, and forms, including, summons, warnings,
38 parking tickets, accident reports, criminal record checks, various logs, NCIC documentation, and
39 monthly validations'
 - 40 14. Perform other related duties as required.
- 41 C. Essential Training and Experience Required to Perform Essential Functions.
- 42 1. High school diploma or GED required with a minimum of three years' experience as a Public
43 Safety Dispatcher;
 - 44 2. Have the required Dispatcher competencies including terminal operator, Emergency Medical
45 Dispatch, CPR, and 911 certifications.

- 46 3. Have a thorough understanding of communications systems, including radio, teletype, computer
47 aided dispatch systems, telephone/E-911, TDD, alarm notification systems for both the Police and
48 Fire service, call check and logger recorders, CCTV, and video multiplex recorders.
- 49 4. Experience and ability to train others;
- 50 5. Excellent verbal and writing skills, ability to communicate effectively and in an appropriate
51 professional manner.
- 52 6. Ability to be a calming influence during a crisis, through use of voice, personality and knowledge;
- 53 D. Minimum Physical and Mental Abilities Required to Perform Essential Functions.
- 54 1. Physical Requirements.
- 55 a. Must be able to operate a computer, keyboard, printer, telephone, and other equipment necessary
56 to perform the duties of this position;
- 57 b. Must be able to move or carry job-related objects or materials;
- 58 c. Must be able to sit and stand for long periods;
- 59 d. Must be able to communicate through human speech and in writing;
- 60 e. Must be physically capable of lifting 50 pounds.
- 61 2. Mental Abilities
- 62 a. Requires the ability to develop and maintain positive relationships with employees, vendors, and
63 departments;
- 64 b. Requires the ability to exercise initiative and good judgement, to set priorities and complete efforts
65 independently and as a member of a team;
- 66 c. Requires the ability to utilize mathematical formulas, and to understand a variety of professional,
67 technical and administrative documentation, directions, regulations, instructions, methods and
68 procedures;
- 69 d. Requires the ability to produce reports that are accurate and complete;
- 70 e. Requires the ability to communicate with people to convey or exchange professional information;
- 71 f. Ability to cope with situations firmly, courteously, tactfully and with respect for the rights of others;
- 72 g. Ability to analyze situations quickly and objectively and to determine proper course of action.
- 73

MUNICIPAL RELEASE DEED


The TOWN OF KITTERY (the "Town"), a municipal corporation existing under the laws of the State of Maine and located in the County of York, State of Maine, releases to ROBERT MASON, with a mailing address of 161 Beech Ridge Road, Eliot, Maine 03909, any interest the Town may have in a certain lot or parcel of land with any improvements located thereon, located in the Town of Kittery, County of York and State of Maine, now or formerly owned by ROBERT MASON of Eliot, County of York and State of Maine, and recorded in the York County Registry of Deeds in Book 3390 at Page 168 and further shown as Map 29, Lot 27 on the Town of Kittery Assessor's Tax Maps, as may have been acquired by the Town by virtue of any of the following Tax Lien Certificates on record in said Registry of Deeds:

1. Tax Lien Certificate regarding real estate taxes recorded in the York County Registry of Deeds, Book 2002, Page 708.
2. Tax Lien Certificate regarding real estate taxes recorded in the York County Registry of Deeds, Book 2399, Page 334.
3. Tax Lien Certificate regarding real estate taxes recorded in the York County Registry of Deeds, Book 2629, Page 199.
4. Tax Lien Certificate regarding real estate taxes recorded in the York County Registry of Deeds, Book 2718, Page 206.

The sole purpose of this Municipal Release Deed is to release to the Grantee herein any interest which the Town may have acquired in the property described in the above-referenced parcel of land described in Book 3390, Page 168 of the York County Registry of Deeds by virtue of delinquent taxes through and including the current taxes due.

IN WITNESS WHEREOF, the TOWN OF KITTERY, acting through its municipal officers, Kenneth Lemont, Frank L. Dennett, Gary Beers, Jeffrey D. Thomson; Matthew Brock; Jeffrey Pelletier; and Charles H. Denault Jr., has caused this Municipal Release Deed to be signed this 8th day of January, 2018.


TOWN OF KITTERY



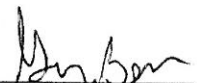
Witness

By 

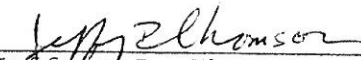
Kenneth Lemont




Frank L. Dennett



Gary Beers



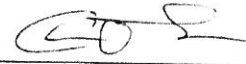
Jeffrey D. Thomson



Matthew Brock



Jeffrey Pelletier



Charles H. Denault Jr.

STATE OF MAINE
YORK, ss.

DATE: January 8, 2018

Personally appeared the above-named KENNETH LEMONT FRANK L. DENNETT GARY BEERS, JEFFREY D. THOMSON, MATTHEW BROCK, JEFFREY PELLETIER, and CHARLES H. DENAULT, and acknowledged the foregoing instrument to be their free act and deed in said capacity and the free act and deed of the Town of Kittery, Maine,

Before me,



Print name: Maryann Place

MARYANN PLACE, Notary Public
My Commission Expires April 11, 2022

Notary Public
My commission expires April 11, 2022

JAMES L. GAMBLE III
ELIZABETH B. GAMBLE
610 STILL WATER RD P O BOX 6
GIBSON ISLAND, MD 21056

Dec 14 2017

10446

65-320/530 7407
1010059156861

Pay to the
Order of

Eyes of the World Discovery Center

\$ 500.00

Dollars



Photo
Deposit
Endorse on back



Wells Fargo Bank, N.A.
Maryland
wellsfargo.com

For for staff

James L. Gamble III

Handwritten Check

AMERICA THE BEAUTIFUL

KARYN DE NICOLA
198 ISLINGTON ST. UNIT 4
PORTSMOUTH, NH 03801

December 27 2017

390

55-136/312
172

Pay to the
Order of

Wittung Community Center

\$ 100.00

Dollars



Photo
Deposit
Endorse on back



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For

donation

Karyn De Nicola

MP

1/22/18

9063-43600

9082-43600

KCC Donations

9082-43600
KCC playground
\$100



TOWN OF KITTERY

200 Rogers Road, Kittery, ME 03904

Telephone: 207-475-1329 Fax: 207-439-6806

REPORT TO TOWN COUNCIL

Meeting Date: January 22, 2018
From: Kendra Amaral, Town Manager
Subject: Transfer Request for Fiscal Year 2018 – Other Funds
Councilor Sponsor: Chairperson Kenneth Lemont

EXECUTIVE SUMMARY

In accordance with Town Charter 6.09(4) Transfer Appropriation, the following is a request to transfer surpluses from “Other Funds” and reserve accounts to various accounts as specified below.

STATEMENT OF NEED

There are a number of inactive Other Funds and CIP accounts with either identified surpluses or deficits, that need to be resolved. It is worthwhile to resolve these surpluses and deficits in conjunction with the finalization of the FY19 – FY23 Capital Improvement Plan, so the town is working from a reconciled baseline going forward.

This transfer request does not preclude any supplemental transfer requests as may be appropriate or required at the close of the fiscal year.

Inactive Surpluses

2013	GMH Fire/Police Protection	\$483
2033	Property Revaluation	\$3,479
2076	Wave Mitigation – Pepperrell Cove	\$4,000
2080	Comprehensive Plan Update	\$25,000
4000	KCC Annex & Econ Development	\$6,397
4037	Fire Dept SCBAs	\$493
4057	Rt. 1 Bypass & Rt. 1 Two Way Plan	\$2,500

Inactive Deficits

2077	Brownfields Grant – Wood Island	(\$5,041)
2092	Dispatch Center	(\$1,000)

TRANSFERS**• From GMH Fire/Police Protection (2013) to Brownfields Grant (2077): \$483**

The last time account 2013 appears to have been active is in FY2015. The balance is being requested to be transferred to the Brownfields Grant account which is carrying a deficit. The deficit is the result of the Town's commitment to match \$40,000 of a \$200,000 EPA grant (exclusive of the MEDECD sub-grant for additional \$58,000). The Town anticipated meeting its match with in-kind labor. However, the town's actual in-kind labor did not net out as projected, resulting in a lower disbursement from EPA. The project was closed out in 2017.

• From Property Revaluation (2033) to Brownfields Grant (2077): \$3,058

The last time account 2033 appears to have been active is in FY2015.

• From Property Revaluation (2033) to Municipal Facility Reserve (4027): \$421

We anticipate needing the Municipal Facility reserve to cover a project cost overage on the Fire Department Gorges Road boiler replacement. The project was expanded to include a more efficient system, expansion of heating into the outer-office, and replacement of defective circulator pumps discovered during installation of the new boiler system.

• From KCC Annex and Econ Development (4000) to Municipal Facility Reserve (4027): \$6,397

The record of account 4000 in our financial system begins in FY2013, though it appears likely to be the result of a transfer from another fund that existed prior to FY2013. The last expenditures occurred in FY2014.

• From Rt. 1 Bypass & Rt. 1 Two Way Plan (4057) to Brownfields Grant (2077): \$1,500

The funding for account 4057 was appropriated in FY2015. The original request was to prepare a plan for the Route 1 Bypass from the SML Bridge to the Memorial Circle, including a feasibility of study of a two-way street from the Memorial Circle to Adams Drive and north to Haley Road. Proposal anticipated \$47,500 in state and federal funding. It does not appear that grants were received or the work performed.

• From Rt. 1 Bypass & Rt. 1 Two Way Plan (4057) to Dispatch Center (2092): \$1,000

In FY2016, the first two months of rental charges for tower space at Mount Agamenticus were charged to account 2092, which was established for the reconstruction and upgrade of the dispatch center. The town auditor advised against reopening the FY2016 books to correct the charge, and recommended we resolve the deficit with a transfer.

• From Wave Mitigation – Pepperrell Cove (2076) to KPA Facility Reserve (4116): \$4,000

The Wave Mitigation account 2076 was funded for \$20,000 in FY2015 following expenditures in FY2013 and FY2014 in the amount of \$16,000. No activity has occurred on this project since FY2015. The KPA Facility Reserve is targeted for additional funding needs, as a recent

assessment found the Government Street wharf needs to be replaced. Estimated cost of replacement is \$300,000 - \$400,000. Grant funding to offset the cost is being pursued along with transfers and additional CIP funding in the coming years.

• **From Comprehensive Plan Update (2080) to Zoning Recodification (4122): \$25,000**

The Comprehensive Plan update process has completed the consultant-phase of the work. Other than potential printing costs for hard copies of the Comprehensive Plan, no additional expenditures are expected to be charged against this account. The Zoning Recodification account 4122 was created with the FY2018 CIP and initially funded at \$45,000. The total project request is \$75,000. This transfer is being pursued in lieu of an FY2019 capital appropriation.

• **From Fire Dept SCBAs (4037) to Fire Dept Equipment Reserve (4056): \$493**

This project was complete in FY2013 with funding fully addressed by FY2017. In FY2018, the Fire Equipment Reserve was adjusted to serve as the reserve for future SCBA replacement along with other equipment replacement such as turn-out gear and radios.

BACKGROUND

N/A

PROPOSED SOLUTION/RECOMMENDATION

Approve transfers as requested.

Report to Council
 Fiscal Year 2018
 CIP and Other Funds Transfers
 Mid-Year Transfers

OTHER FUNDS TRANSFERS

FROM ¹			TO			Ending Balance
2013	GMH Fire/Police Protection	\$ 483	2077	Brownfields Grant	\$ 483	
2033	Property Revaluation	\$ 3,058	2077	Brownfields Grant	\$ 3,058	
4057	Rt. 1 Bypass and Rt. 1 Two Way Plan	\$ 1,500	2077	Brownfields Grant	\$ 1,500	\$ -
2033	Property Revaluation	\$ 421	4027	Municipal Facility	\$ 421	
4000	KCC Annex & Econ Development	\$ 6,397	4027	Municipal Facility	\$ 6,397	\$ 200,758
2076	Wave Mitigation - Pepperrell Cove	\$ 4,000	4116	KPA Facility Reserve	\$ 4,000	\$ 63,355
2080	Comprehensive Plan Update	\$ 25,000	4122	Zoning Recodification	\$ 25,000	\$ 70,000
4037	Fire Dept SCBAs	\$ 493	4056	Fire Dept Equipment Reserve	\$ 493	\$ 131,838
4057	Rt. 1 Bypass and Rt. 1 Two Way Plan	\$ 1,000	2092	Dispatch Center	\$ 1,000	\$ -
Total Other Funds Transfers		\$ 42,352			\$ 42,352	

Notes:

1. Transfers from, will result in 0 balances for these accounts.

Town of Kittery

Fund Balances - Capital Projects and Special Revenues

For the month ending December 31, 2017

Fund Type	New #	Account Name	Ending Fund Balance 6/30/2017	Transfers YE FY17	Transfers FY18	CIP Appropriation 7/1/2017	YTD Expense	YTD Revenue	Ending Fund Balance
Special Revenues (Grants, Designated Accounts, etc)									
SR	2006	Additional Snow and Ice Expenses	1,504.29				(1,504.29)		-
SR	2012	Fire Hazmat Spill Recovery Fees	4,236.12				(465.98)		3,770.14
SR	2013	GMH Fire/Police Protection	482.75						482.75
SR	2014	Police Grants	24.18						24.18
SR	2028	Ballot Machines	6,078.00						6,078.00
SR	2032	ASA Applicant Code	30,265.54				(18,271.50)	46,101.18	58,095.22
SR	2038	Kittery Block Party	22,743.97				(23,311.73)	3,500.00	2,932.24
SR	2056	Concerts in the Park	2,846.91				(2,600.00)		246.91
SR	2059	KLT /Conservation Comm	972.02						972.02
SR	2060	Wetland mitigation	25,156.00						25,156.00
SR	2063	Kittery Community Center (KCC) Donations	13,617.29					14,873.62	28,490.91
SR	2066	Police Forfeiture	59,296.57					894.38	60,190.95
SR	2068	Fort Foster Bench Donations	12,635.11				(1,848.78)	25.00	10,811.33
SR	2069	Boating Infrastructure Grant (BIG)	1,583.71						1,583.71
SR	2071	D.A.R.E	216.03						216.03
SR	2074-43603	TIF District #3	54,454.76				(6,961.24)		47,493.52
SR	2074-67502	TIF District #2	167,627.84						167,627.84
SR	2076	Wave Mitigation - Pepperrell Cove	4,000.00						4,000.00
SR	2077	Brownfields Grant	(1,372.32)				(3,668.83)		(5,041.15)
SR	2079	Spruce Creek 319 PH4 Grant	687.35				(5,261.50)	6,926.23	2,352.08
SR	2081	Channel 22 (PEG) Capital Funding	431,999.99				(24,157.66)	56,231.93	464,074.26
SR	2082	KCC Playgrounds						64,618.36	64,618.36
SR	2091	FEMA Flood Maps Ins Rate Appeal	20,000.00				(23,825.00)		(3,825.00)
SR	2092	Dispatch Center	(1,000.00)						(1,000.00)
SR	4001-67500/43600	State Aid to Roads General	452,058.26		(128,597.50)		(2,400.00)	155,664.00	476,724.76
SR	4001-67502/43602	Whipple Road Improvements	275,744.70		27,292.10		(1,581.66)		301,455.14
SR	4001-67503/43603	Memorial Circle Improvements	233,109.44		10,000.00		(1,862,017.20)	952,787.27	(666,120.49)
SR	4001-67508/43608	Walker/Wentworth	-		91,305.40				91,305.40
SR	4030	Public Safety Impact Fees	61,461.04				(21,843.65)	47,403.23	87,020.62
SR	2093	LWCF Grant - Emery Field Phase 1	41,230.54				(241,632.24)	41,615.27	(158,786.43)
SR	2210	Ogden KCC Grant	30,000.00				(2,400.00)		27,600.00
Total Special Revenue			1,951,660.09	-	-	-	(2,243,751.26)	1,390,640.47	1,098,549.30
CIP Bonds									
CP	2036	Kittery Community Center Bonds	373.48						373.48
CP	2085	2016 Municipal Projects	24,255.35					1,378.01	25,633.36
CIP Programs									
SR	2022	Compensated Absences	36,981.90	170,767.00					207,748.90
CP	2033	Property Revaluation	3,478.91						3,478.91

Town of Kittery

Fund Balances - Capital Projects and Special Revenues

For the month ending December 31, 2017

Fund Type	New #	Account Name	Ending Fund Balance 6/30/2017	Transfers YE FY17	Transfers FY18	CIP Appropriation 7/1/2017	YTD Expense	YTD Revenue	Ending Fund Balance
CP	2053	Pier Construction	(69,309.58)			35,646.00			(33,663.58)
CP	2057	Open space	59,047.00						59,047.00
CP	2078	Athletic Fields Master Plan (Design)	37,142.34			25,000.00			62,142.34
CP	2080	Comprehensive Plan Update	25,000.00						25,000.00
CP	4000	KCC Annex & Econ Dev	6,397.12						6,397.12
CP	4002	Right of Way Reserve (inc 4005, 4006, 4008, 2090)	813,921.17			200,000.00	(717,301.61)		296,619.56
CP	4011	KCC Vehicle Reserve	14,700.00			6,000.00			20,700.00
CP	4012	Public Works Vehicles/Equipment (inc. 4009, 4014, 4015, 4023)	114,335.79			500,000.00	(490,875.28)		123,460.51
CP	4013	Fire Apparatus Reserve	181,862.19			159,750.00	(40,242.00)		301,370.19
CP	4017	MS4 Compliance Reserve	104,869.40			10,000.00	(1,509.20)		113,360.20
CP	4018	KPA Boat Reserve	1,997.02			7,500.00		7,601.00	17,098.02
CP	4019	KCC Equipment Reserve	7,068.73			5,000.00			12,068.73
CP	4020	Municipal Technology Reserve	23,951.39			35,000.00	(30,478.39)		28,473.00
CP	4022	Police Vehicle/Equipment	4,450.94			113,000.00	(93,981.04)		23,469.90
CP	4026	Records Preservation	12.13			10,000.00	(800.00)		9,212.13
CP	4027	Municipal Facility Reserve (was Roof Maintenance)	170,772.47			50,000.00	(26,832.33)		193,940.14
CP	4031	Public Safety Base Station Radio Replace	20,845.45						20,845.45
CP	4037	Fire Dept SCBAs	493.02						493.02
CP	4043	Parks Building & Grounds (inc 4016)	3,875.47			20,000.00	(17,554.45)		6,321.02
CP	4051	KCC Facility Reserve	23,700.00			10,000.00			33,700.00
CP	4053	Pepperrell Cove Paving/Utilities	21,461.88						21,461.88
CP	4055	Port Authority Equipment Reserve (inc 4052)	37,686.00			13,000.00			50,686.00
CP	4056	Fire Dept Equipment Reserve	85,217.32			57,667.00	(11,539.62)		131,344.70
CP	4057	Rt 1 Bypass & Rt 1 Two Way Plan	2,500.00						2,500.00
CP	4100	Fire Dept Facility Reserve (was Boiler Replacements)	36,340.00				(46,415.00)		(10,075.00)
CP	4110	PW Sign Shed	20.00						20.00
CP	4115	KPA Pepperrell Cove Railings & Lights	1,057.00						1,057.00
CP	4116	KPA Facility Reserve (was Gov Pier)	6,386.50	10,473.00		50,000.00	(7,505.00)		59,354.50
CP	4122	Zoning Recodification and GIS Upgrade				45,000.00			45,000.00
CP	4120	Rice and Taylor Lighting				10,000.00			10,000.00
CP	4121	Rice Beam Replacement				6,740.00			6,740.00

Total Capital Projects			1,800,890.39	181,240.00	-	1,369,303.00	(1,485,033.92)	8,979.01	1,875,378.48
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School Capital Projects

SCH	1001	School Facility Reserve	128,330.13			50,000.00	(44,125.81)		134,204.32
SCH	1002	School Equipment Reserve	102,621.37			40,000.00	(25,202.00)		117,419.37
SCH	1003	School Technology Reserve	26,426.00			40,000.00	(4,746.00)		61,680.00
SCH	1004	School Vehicle Reserve	7,719.07			10,000.00			17,719.07

Total School Capital Projects			265,096.57	-	-	140,000.00	(74,073.81)	-	331,022.76
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Town of Kittery
Fund Balances - Capital Projects and Special Revenues
For the month ending December 31, 2017

Fund Type	New #	Account Name	Ending Fund Balance 6/30/2017	Transfers YE FY17	Transfers FY18	CIP Appropriation 7/1/2017	YTD Expense	YTD Revenue	Ending Fund Balance
TOTAL GENERAL OPERATIONS			4,017,647.05	181,240.00		1,509,303.00	(3,802,858.99)	1,399,619.48	3,304,950.54
Permanent Funds (Scholarship Funds/Trust Funds)									
PF	5001	Connie Samuels Beautification Fund	58,600.93						58,600.93
PF	5002	Public Health	27,275.44						27,275.44
PF	5003	York Hospital Scholarship	12,168.65				(12,347.00)	9,250.00	9,071.65
PF	5005	Lester Raynes Fund	9,228.16						9,228.16
PF	5007	Thresher Memorial Fund	2,650.10				(1,381.00)	120.00	1,389.10
PF	5010	Recycling Scholarship Fund	6,073.60				500.00	4,548.65	11,122.25
PF	5021	Cemetery	5,297.35				(12,600.00)		(7,302.65)
Total Permanent Funds			121,294.23	-	-	-	(25,828.00)	13,918.65	109,384.88
Enterprise Fund (Sewer)									
ER	2900	Sewer Impact fees	490,715.46				(3,375.00)	116,115.00	603,455.46
ER	2901	Sewer Betterment	116,946.97					18,636.08	135,583.05
ER	2902	Sewer Safety Grants	-				(1,756.00)	1,756.00	-
ECP	4900	Sewer Vehicle Reserve	166,938.33						166,938.33
ECP	4901	Sewer Depreciation (Capital Reserve)	239,300.51				(85,882.50)		153,418.01
Total Enterprise Funds			1,013,901.27	-	-	-	(91,013.50)	136,507.08	1,059,394.85
GRAND TOTAL ALL FUNDS			5,152,842.55	181,240.00	-	1,509,303.00	(3,919,700.49)	1,550,045.21	4,473,730.27

1 **TOWN COUNCIL GOALS**

2 **2018**

- 3 1. Work together respectfully toward consensus, capitalizing on our experiences and diversity.
- 4 2. Continue to work on sharing services with neighboring towns.
- 5 3. Address proposals for Charter, Ordinance, and policy changes for improving efficiency and
6 effectiveness of Town operations, including:
- 7 • Title 2 – Personnel
 - 8 • Title 4 – Boards and Commissions
 - 9 • Title 5 – Business Licenses and Regulations
 - 10 • Title 6 – Animals
 - 11 • Title 13 – Public Services
 - 12 • Proposed – Title 15 – Ethics
 - 13 • Title 16 – Land Use
- 14 4. Support the Town Manager to achieve greater economy & effectiveness in the delivery of
15 services.
- 16 5. Adopt a budget that is progressive, responsible, and visionary – moving the community forward.
- 17 6. Conduct quarterly review of Council and Manager progress on annual goals.
- 18 7. Give attention to Councilor expressed items, including:
- 19 • Impacts of Shipyard and MaineDOT on local traffic
 - 20 • Senior Property Tax Circuit Breaker Program
 - 21 • Energy Efficiency Efforts
 - 22 • Rice Public Library as a Town Department
 - 23 • Rice Public Library facility project
 - 24 • Comp Plan adoption on the November 2018 ballot
 - 25 • Foreside Study and action plan completion, and progress on action plan

1 **TOWN MANAGER GOALS**
2 **2018**

3 Support Long-Term Planning and Growth Management Objectives

- 4 • Enhance the Town’s economic development activities and work with local and regional
- 5 organizations to attract, support, and sustain appropriate local economic investment
- 6 • Propose and implement zoning amendments that support desired growth in the targeted
- 7 growth areas including the Business Park, Route 1, Route 1 Bypass.
- 8 • Develop and begin implementation of an action plan associated with the *Foreside Land Use,*
- 9 *Parking, and Transportation Study*
- 10 • Support town process to adopt the 2015 – 2025 Updated Comprehensive Plan

11 Enhance Financial Stability

- 12 • Produce a 2019 budget that seeks to maintain a stable tax rate, and that is adequately
- 13 justifiable in comparison to appropriate economic indicators and comparable communities.
- 14 • Develop a policy to manage tax liens in a timely manner and address tax liens from prior
- 15 years.
- 16 • Develop options to resolve the current Sewer Enterprise Fund challenges and implement as
- 17 guided by Council.
- 18 • Develop a Facility Master Plan to inform the Capital Improvement planning.
- 19 • Resolve the matter of the Library becoming a Town department and advance the Library
- 20 renovation and expansion project efforts.

21 Continue to Improve Organizational Efficiency

- 22 • Continue to propose and implement Charter, Ordinance, and Rule changes that improve
- 23 efficiency and effectiveness of town operations.
 - 24 ○ Title 2 – Personnel
 - 25 ○ Title 4 – Boards and Commissions
 - 26 ○ Title 5 – Business Licenses and Regulations
 - 27 ○ Title 6 – Animals
 - 28 ○ Title 13 – Public Services
- 29 • Prioritize employee safety and reduction of workers compensation costs, take steps to begin
- 30 reducing the town’s current mod rate of 1.23.

31 Increase Public Awareness and Engagement

- 32 • Continue to improve town generated communications and ensure they are concise, accurate,
- 33 and accessible for a variety of audiences
- 34 • Propose revisions to Title 4 that enhance public interest in volunteering to serve on boards,
- 35 commissions and committees.

1 FY2019 Budget Goals:

2 The Town Manager, School Committee, and various Departments should develop their
3 budgets such that the funding requests adequately provide for the delivery of the core
4 functions of the town and school; and that initiatives are considered and proposed that
5 advance the effectiveness of town and school operations, improve service delivery, and/or
6 improve operational efficiency.

7 The Town Manager and School Committee should produce a structurally balanced budget that
8 funds necessary expenditures with recurring revenues; maintains adequate unassigned fund
9 balances; uses non-recurring revenue judiciously and for non-recurring expenditures; and
10 incorporates a sensible investment in the town's assets, all with the intent of promoting long-
11 term financial sustainability.

12 The Town Manager and School Committee should produce a budget that seeks to maintain a
13 stable tax rate, and that is adequately justifiable in comparison to appropriate economic
14 indicators and comparable communities.