



JOINT LAND USE STUDY IMPLEMENTATION OF RECOMMENDATIONS TOWN OF KITTERY AND PORTSMOUTH NAVAL SHIPYARD

Implementation Committee Meeting #1
November 9th, 2020





AGENDA

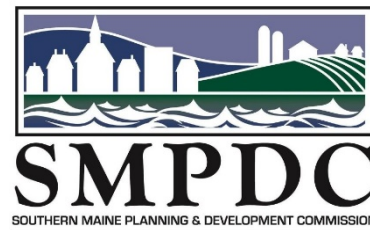
- 1 // Welcome
- 2 // Project Introduction
- 3 // JLUS Overview
- 4 // Overview of Implementation Scope
- 5 // Identification of Key Stakeholders and Primary Challenges by Task
- 6 // Next Steps



WELCOME!



The Implementation Committee





PROJECT INTRODUCTION



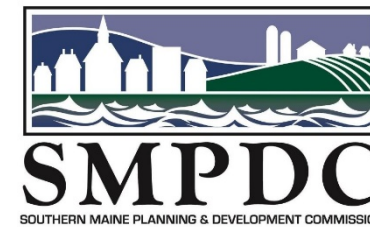
The Project Team



Jim Paulman, FAICP
Principal-In-Charge



Jason Schrieber, AICP
Project Manager



Task 2.2 Park + Ride



Jason Schrieber, AICP

David Nadeau, PE

George Bagdasarian, PE

Rodney Kelshaw, CPESC,
CWB, CPSS, PWS, CSS, LSE

Task 2.1 Transit Evaluation



Boris Palchick

Shana Johnson, AICP

Adam Recchia

Task 3 Housing Analysis + Toolkit



Crystal Allred

Cyrena Chiles Eitler, AICP

Steve Kearney

ULI Technical
Advisory Panel

Task 4 Communication Plan



Cyrena Chiles Eitler, AICP

Ray Greer, AICP

Lisa Chiblow



Project Approach

TASK 1 Overall Project Initiation + Administration

TASK 2 Regional Transportation Alternatives

TASK 3 Housing Affordability Analysis + Toolkit

TASK 4 Joint Formal Communications Plan

TASK 5 Final Reporting





JLUS OVERVIEW



The Project Team and Working Group



Compatibility factors

PEOPLE-CENTERED FACTORS



COORDINATION + COMMUNICATION

Military installations and agencies that oversee their jurisdictions should maintain open lines of communication for shared issues.



PUBLIC + MILITARY BASE SAFETY

Population growth and increased recreational activity near installations can lead to safety issues.



LEGISLATIVE INITIATIVES

Federal, state, or local laws and regulations may have impact on an installation's ability to conduct missions because of development limitations.



CULTURAL RESOURCES

The presence of cultural resources (including Native American resources) may prevent or restrict military development.



LAND/AIR/SEA SPACES

Adequate supply is necessary for the military to accomplish effective training, testing and operational missions.



AIR QUALITY

To achieve operations safely, air quality with the lowest level of pollutants possible (as Federally and State-regulated) is required.

NATURAL RESOURCE FACTORS



SCARCE NATURAL RESOURCES

Valuable natural resources (oil, natural gas, minerals, water) which may be located on military installations can impact land utilization and military operations.



RESILIENCE

Sea level rise and other events resulting from climate fluctuations may present operational and planning challenges.



THREATENED SPECIES

Threatened species and their habitats may require special development considerations for PNSY.



MARINE ENVIRONMENT

Regulatory or permit requirements protecting marine and ocean wildlife may impact the military's ability to conduct water-based operations, training exercises, or testing.



WATER QUALITY + QUANTITY

Adequate supply of good quality water should be available for use by the installation and surrounding communities as the area develops.



NATURAL FEATURES

The likelihood of natural events, such as floods may require special development considerations and should be included early in the planning process.

DEVELOPMENT-RELATED FACTORS



ROAD CAPACITY + CONGESTION

Interaction among military installations, jurisdictions, and land, resource management agencies and conservation authorities requires communication regarding compatibility issues.



LIGHT + GLARE

Light sources adjacent to the installation may impact certain operations requiring unobstructed visibility.



LOCAL HOUSING AVAILABILITY

Adequate housing supply in a variety of options and prices is essential to support the growing PNSY workforce. Housing should be available near the installation, when possible.



ENERGY DEVELOPMENT

Energy developments from oil/gas, solar, wind, geothermal and/or biofuels, could pose compatibility issues related to vertical obstructions, or water quality/quantity.



INFRASTRUCTURE CAPACITY

Interaction among military installations, jurisdictions, and land, resource management agencies and conservation authorities requires communication regarding compatibility issues.



SPECTRUM INTERFERENCE

Frequency capacity is critical for maintaining existing/future missions. Electronic signals can be impeded by structures or objects, or competing frequencies.



DUST/SMOKE/STEAM

If sufficient in quantity, emissions may reduce visibility during flight operations or cause equipment damage (including from artillery exercises or industrial activities).



NOISE AND VIBRATION

Noise generated from operations on PNSY as well as from its traffic may have impact on people in adjacent areas of the community as well as animals.



SAFETY ZONES

Areas which support PNSY activities that pose higher risks to public safety (both on land and in water) should be restricted to development. Examples include weapons firing range safety zones and explosive safety zones.



ANTI-TERRORISM/FORCE PROTECTION

PNSY personnel, facilities and its secure information require protection from outside threats, ranging from cyber-threats to protection during external emergency events to encroachment of PNSY boundaries through development.



VERTICAL OBSTRUCTIONS

Obstructions by buildings or structures such as cell towers may encroach upon sightlines required by the installation for flight operations.



LAND USE

Federally-owned land is not subject to local zoning or land development regulations, however adjacent land uses may impact continued military operations or pose a public safety issue.



Understanding of Compatibility Issues

COMPATIBLE (no significant finding)

- Air Quality
- Anti-Terrorism / Force Protection
- Coordination + Communication
- Cultural Resources
- Dust, Smoke and Steam
- Energy Development
- Infrastructure Extensions / Capacity
- Legislative Initiatives
- Light and Glare
- Marine Environment
- Public and Military Base Safety
- Safety Zones
- Spectrum Impediment
- Vertical Obstructions

COMPATIBILITY ISSUES (parties are adequately addressing)

- Land / Air / Sea Spaces
- Noise and Vibration
- Threatened Species

COMPATIBILITY ISSUES (requiring further study / action)

- Climate Adaption
- Land Use
- Local Housing Availability
- Natural Features
- Road Capacity / Congestion
- Scarce Natural Resources
- Water Quality and Quantity



TASK 2.1 Informed by High-ranking Recommendation- Transit

Transit

14.



SUPPORTING STRATEGY

REGIONAL EMPLOYER PARTNERSHIPS FOR TRANSIT



COMPATIBILITY SCORE



TRANSPORTATION
METRIC AVERAGE
RATING



OVERALL METRIC
AVERAGE RATING

Road Capacity + Congestion	Transportation Safety	Infrastructure Capacity	Coordination + Communication	Local Housing Availability	Resilience	Economic
3	1	4	4	1	1	1

COMPATIBILITY SCORE ANALYSIS

Bolstering existing transit opportunities through shared resources of information, staff, funding and vehicles can help fill gaps in existing needs/options for alternative transportation for PNSY workers, which in turn can potentially attract riders who may have only previously had the option of driving alone.

ACTION AND IMPLEMENTATION STEPS



1. Arrange a coordination meeting between all potential partners to discuss opportunities/incentives/collaboration potential
2. Identify short and long-term funding solutions
3. Develop a TDM program
4. Establish periodic meetings to evaluate success, identify new needs or adjustments to maintain ridership



TASK 2.2 Informed by Top-ranking Recommendation- Parking

Parking

17.
P

CATALYTIC STRATEGY
RAIL SPUR PARK AND RIDE



COMPATIBILITY SCORE



TRANSPORTATION
METRIC AVERAGE
RATING



OVERALL METRIC
AVERAGE RATING

Road Capacity + Congestion	Transportation Safety	Infrastructure Capacity	Coordination + Communication	Local Housing Availability	Resilience	Economic
3	2	3	2	3	1	3

COMPATIBILITY SCORE ANALYSIS

Establishing a Park and Ride/Walk within walking distance to PNSY encourages the use of shared modes. This strategy helps reduce the burden of parking demand on the shipyard and therefore also potentially reduces congestion at bottleneck points near/at the gates.

ACTION AND IMPLEMENTATION STEPS



1. Meet with PanAm Railways to discuss possibilities of purchase/lease options of rail line
2. Meet with Northern New England Passenger Rail Authority (NNEPRA)
3. Develop agreements
4. Develop funding plan to build Park and Ride
5. Build once funding is secured
6. Advertise availability to PNSY workers

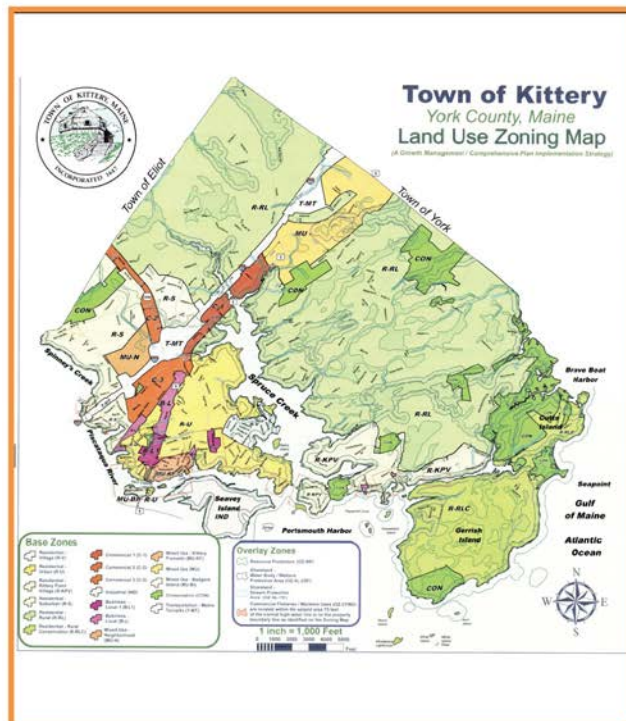


TASK 3 Informed by Top-ranking Recommendation- Housing

Housing

29.

CATALYTIC STRATEGY
REZONE TO IMPROVE
AFFORDABILITY



COMPATIBILITY SCORE



TRANSPORTATION
METRIC AVERAGE
RATING



OVERALL METRIC
AVERAGE RATING

Road Capacity + Congestion	Transportation Safety	Infrastructure Capacity	Coordination + Communication	Local Housing Availability	Resilience	Economic
3	2	4	2	5	1	2

COMPATIBILITY SCORE ANALYSIS

Amending zoning to allow increased density of future development provides the means for developers to offer a wider range of housing prices and options, such as multi-family units. With increased options, PNSY workers could reside in closer proximity to the shipyard and rely less heavily on single-person vehicles to commute. Over a period of time, this could reduce local traffic congestion at peak periods and demand on downtown or shipyard parking.

ACTION AND IMPLEMENTATION STEPS



1. Work with Affordable Housing Committee to identify suitable parcels (i.e. expansion of the MU-N District and suitable sites for up-zoning from the R-2 to the R-U District)
2. Amend zoning maps and ordinances
3. Develop guidelines for developers and residents to densify in keeping with long-term Town goals



TASK 4 Informed by Top-ranking Recommendations-Communications

Communication

35.

CATALYTIC STRATEGY
FORMAL JOINT
COMMUNICATIONS PLAN

COMPATIBILITY SCORE



TRANSPORTATION
METRIC AVERAGE
RATING



OVERALL METRIC
AVERAGE RATING

Road Capacity + Congestion	Transportation Safety	Infrastructure Capacity	Coordination + Communication	Local Housing Availability	Resilience	Economic
2	2	1	4	1	1	1

COMPATIBILITY SCORE ANALYSIS

Encouraging formalized channels of communication between PNSY and the Town significantly improves opportunities to coordinate in addressing shared issues and opportunities identified internally or through the public. It also ensures that local residents, as well as PNSY workers, are well-informed and have opportunities to fully engage in topics they may be affected by, such as transportation and parking-related issues.


ACTION AND IMPLEMENTATION STEPS



1. Outline shared priorities through a MOU
2. Identify procedure/platform for quick and efficient communication of information
3. Create a procedural manual that incorporates, at minimum, description of key agencies, departments, programs and services, contact information for key staff, and schedule for standing meetings.
4. Evaluate the plan annually to make adjustments, as needed

























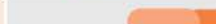


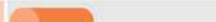

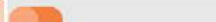






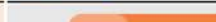











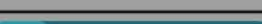







Implementation Framework (short-term)

ISSUE AREA	#	STRATEGY	COST	STATUS	YEAR 1				RESPONSIBLE
					Q1	Q2	Q3	Q4	
Travel Safety 	3.	Walking and biking safety signs	\$						K P SM ME NH R
	4.	Clear truck route signage	\$						K P SM ME NH R
Congestion 	11.	Real-time gate activity alerts	\$						K P SM ME NH R
Transit 	14.	Regional employer partnerships for transit	\$						K P SM ME NH R
	15.	Expand communication of Navy TIP program	\$						K P SM ME NH R
Parking 	18.	Expand Park and Ride landowners	\$						K P SM ME NH R
	20.	Downtown Kittery parking map	\$						K P SM ME NH R
	21.	Adjust downtown parking pricing	\$						K P SM ME NH R
	22.	Increase parking enforcement downtown	\$\$						K P SM ME NH R
Bike/Walk 	28.	Boost bike awareness	\$						K P SM ME NH R
Housing 	29.	Re-zone to improve affordability	\$						K P SM ME NH R
Regional Coordination 	31.	Regional funding partnerships	\$						K P SM ME NH R
	32.	Regional committee participation	\$						K P SM ME NH R
	33.	Quarterly planning meetings	\$						K P SM ME NH R
	34.	Regional data sharing	\$						K P SM ME NH R
Communications 	35.	Formal joint communications plan	\$						K P SM ME NH R
	36.	Social media public engagement	\$						K P SM ME NH R
	37.	Emergency communications program	\$						K P SM ME NH R
Enviro. 	41.	Community/military resilience partnership	\$						K P SM ME NH R



Implementation Framework (long-term)

					YEARS 2-10																
ISSUE AREA	#	STRATEGY	COST	STATUS	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	RESPONSIBLE							
Travel Safety 	2.	Increase speed and safety enforcement	\$\$												K	P	SM	ME	NH	R	
	1.	Traffic calming improvements	\$\$\$												K	P	SM	ME	NH	R	
Congestion 	5.	Expand car/vanpool incentives	\$\$												K	P	SM	ME	NH	R	
	10.	Controls on contractor parking and access	\$												K	P	SM	ME	NH	R	
	6.	Staggered work shifts / telework options	\$												K	P	SM	ME	NH	R	
	9.	Gate efficiency solutions	\$\$												K	P	SM	ME	NH	R	
	7.	Traffic signals near the gate	\$\$												K	P	SM	ME	NH	R	
	8.	Bus-only lane on Walker Street	\$\$												K	P	SM	ME	NH	R	
Transit 	13.	New regional park and rides	\$\$												K	P	SM	ME	NH	R	
	12.	Extend regional transit	\$\$												K	P	SM	ME	NH	R	
	16.	Commuter river ferry	\$\$\$												K	P	SM	ME	NH	R	
Parking 	19.	New off-yard parking facility	\$\$												K	P	SM	ME	NH	R	
	23.	Nearby Park and Pedal Program	\$												K	P	SM	ME	NH	R	
	17.	Rail spur Park and Ride	\$\$\$												K	P	SM	ME	NH	R	
Biking and Walking 	27.	Kittery bikeshare program	\$\$												K	P	SM	ME	NH	R	
	24.	Design street for bike/ped appeal	\$\$												K	P	SM	ME	NH	R	
	26.	Protected bike lanes on bridges	\$\$												K	P	SM	ME	NH	R	
	25.	Love Lane/Rte 103 road diets	\$\$												K	P	SM	ME	NH	R	
Housing 	30.	Mixed-income housing program	\$\$												K	P	SM	ME	NH	R	
Economic Resilience 	39.	Promote manufacturing and commercial spin-offs	\$												K	P	SM	ME	NH	R	
	40.	Integrate JLUS findings into CEDS update	\$												K	P	SM	ME	NH	R	
	38.	Promote mixed-use development	\$												K	P	SM	ME	NH	R	
Enviro. 	42.	Ensure compatibility of wind energy projects	\$												K	P	SM	ME	NH	R	



OVERVIEW OF IMPLEMENTATION SCOPE



TASK 1 – OVERALL PROJECT INITIATION + ADMINISTRATION

- Support JLUS Implementation Committee
- Grant reporting/documentation
- Support public/agency communications as needed
- Key deliverables:
 - Final scope of work
 - Public engagement plan





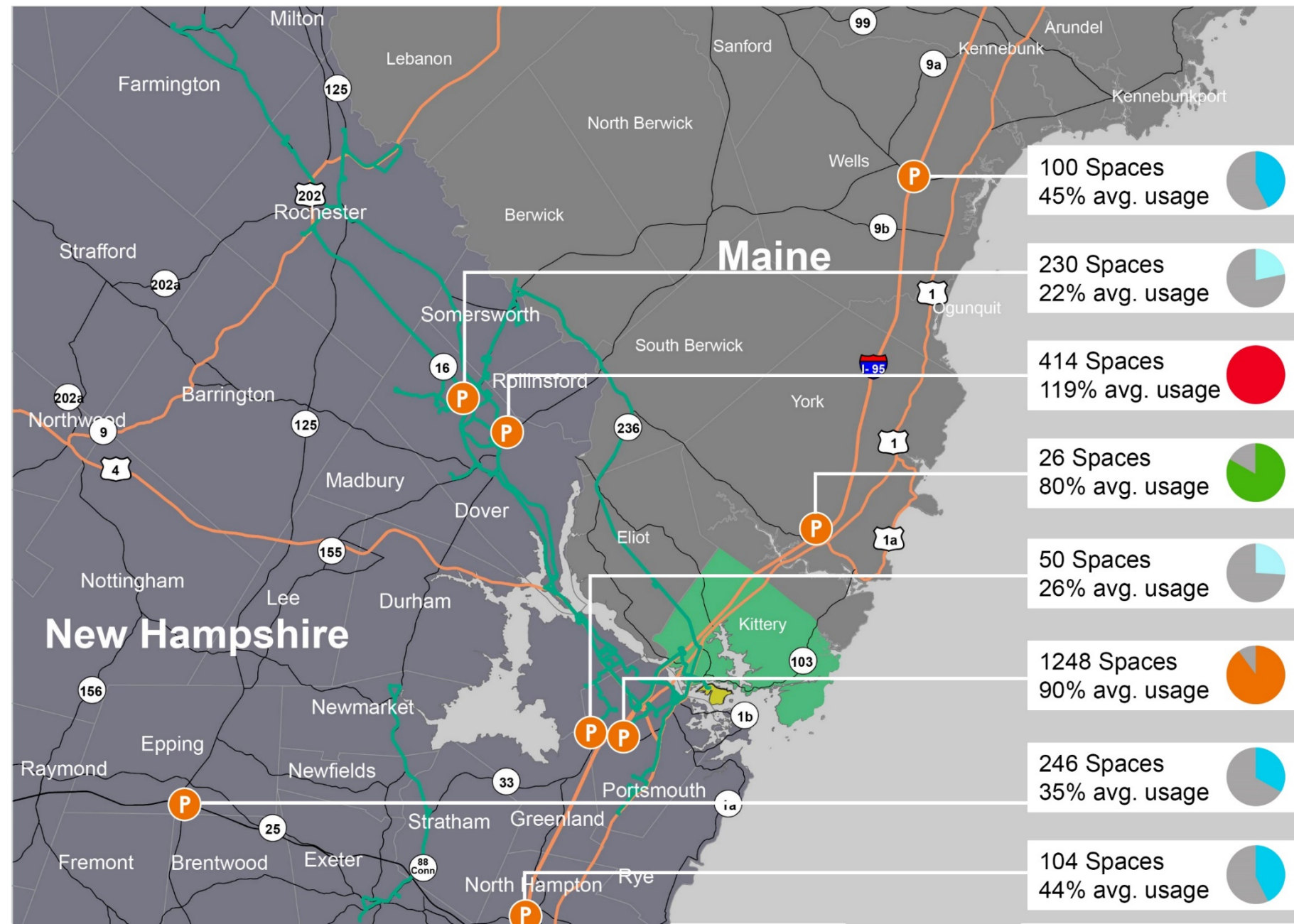
TASK 2.1 – TRANSIT CORRIDOR FEASIBILITY STUDY

Park and Ride Lots with Average Usage (2018)

- 2,418 available park and ride spaces within 17 miles



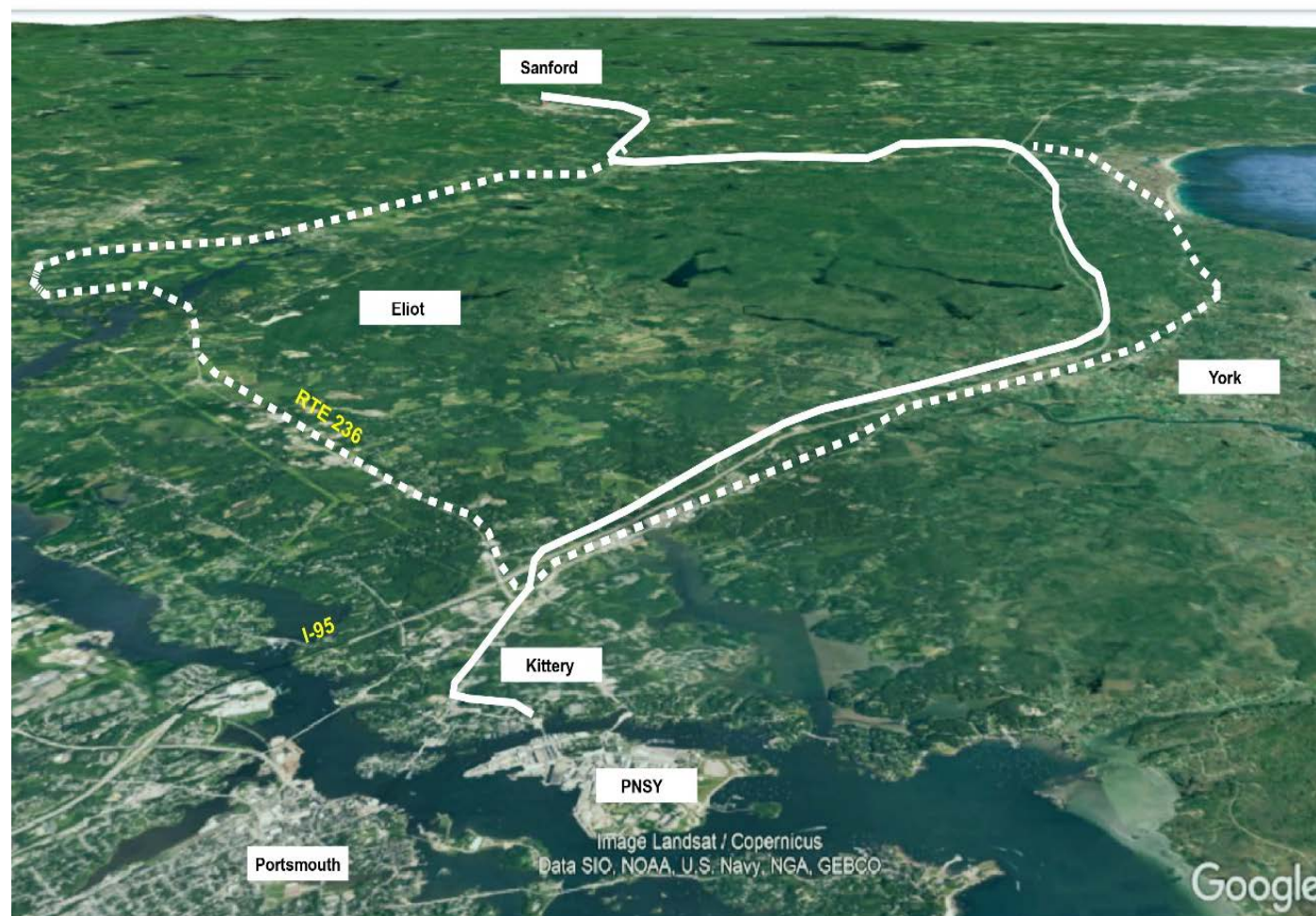
Data Source: NHDOT, MaineDOT





TASK 2.1 – TRANSIT CORRIDOR FEASIBILITY STUDY

- Market analysis
- Commuter potential
- General potential
- Service recommendations
- Stakeholder/public testing
- Cost estimates
- Scheduling
- Financial plan



**EXTEND TRANSIT
TO SANFORD**

*Make service viable.
Include PNSY TIP incentives.
Find DoD / FTA Funding.*



TASK 2.2 – TRANSPORTATION HUB FEASIBILITY STUDY

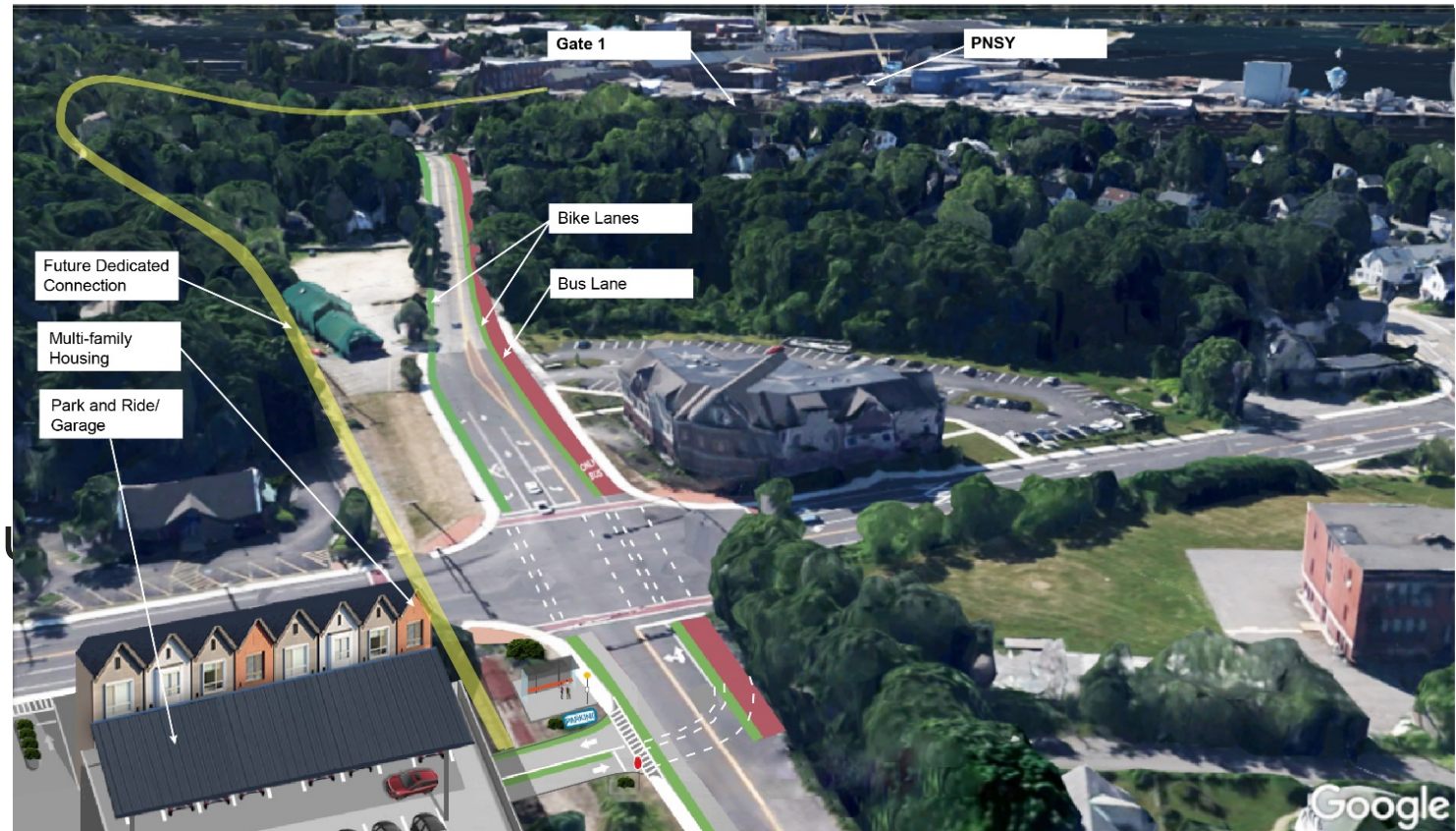
Congested off-shipyard private parking





TASK 2.2 – TRANSPORTATION HUB FEASIBILITY STUDY

- Multi-modal evaluation
- Gap/barrier identification
- Travel time estimates
- Connector feasibility
- Hub features/amenities
- Site options & garage configuration
- Joint development



DEVELOP RAIL
SPUR PARK & RIDE

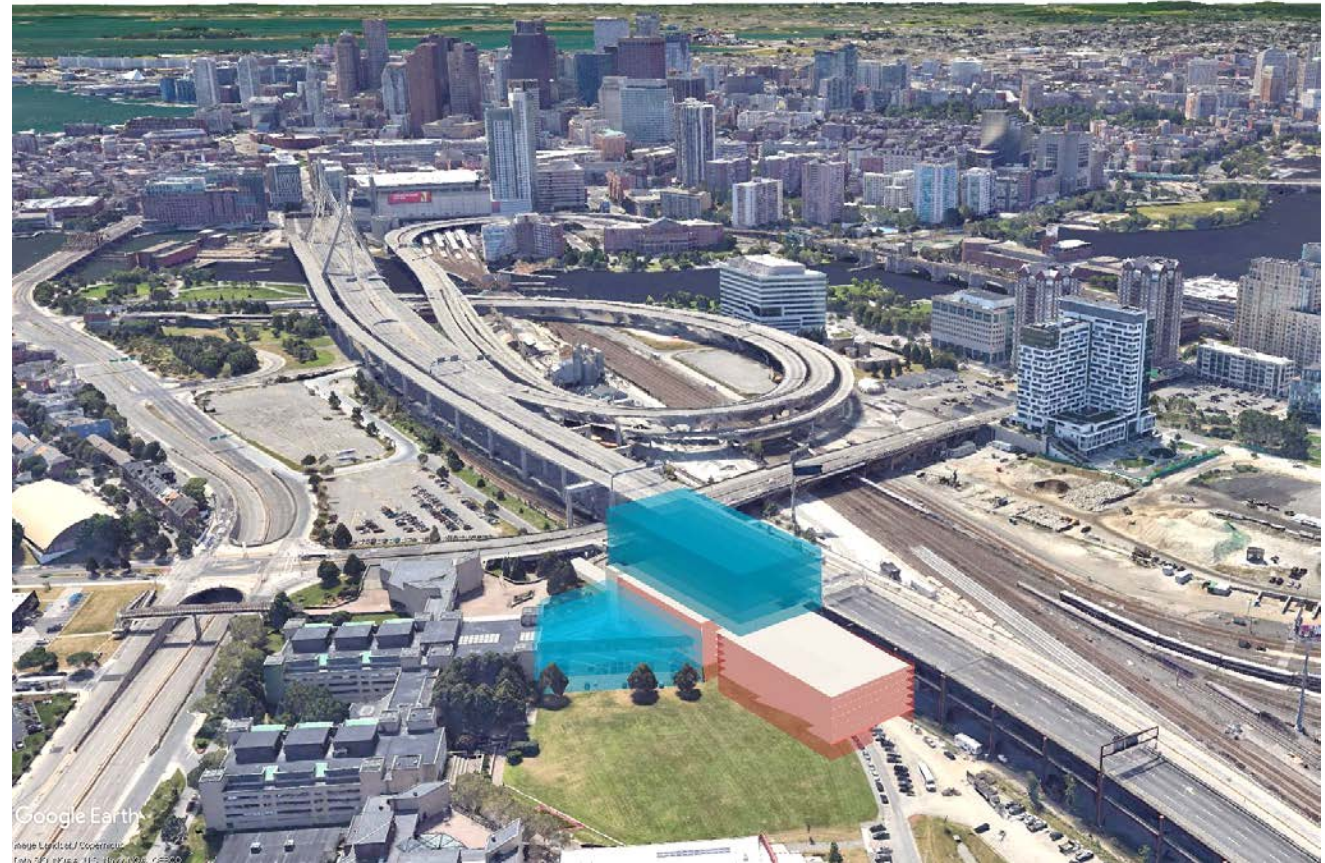
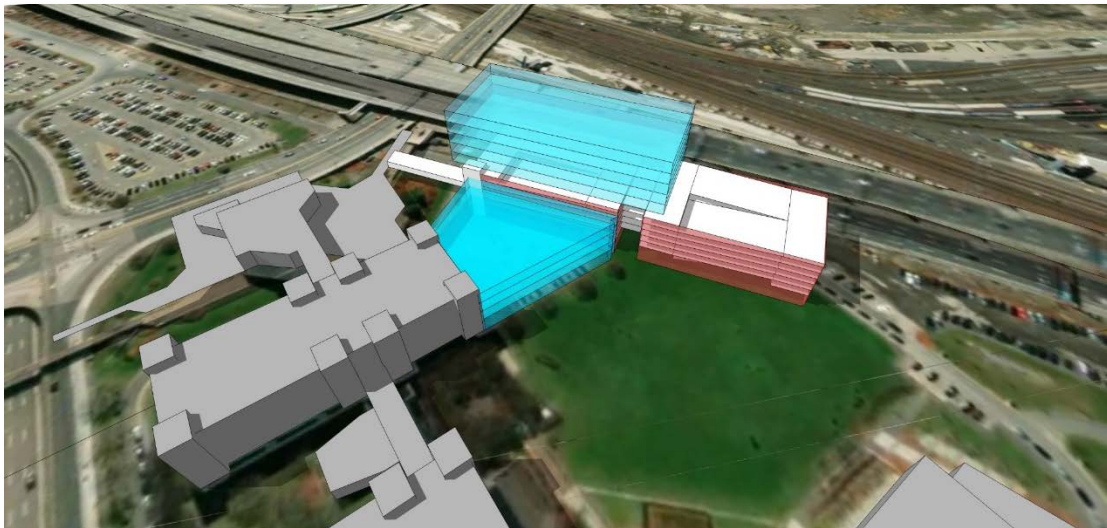
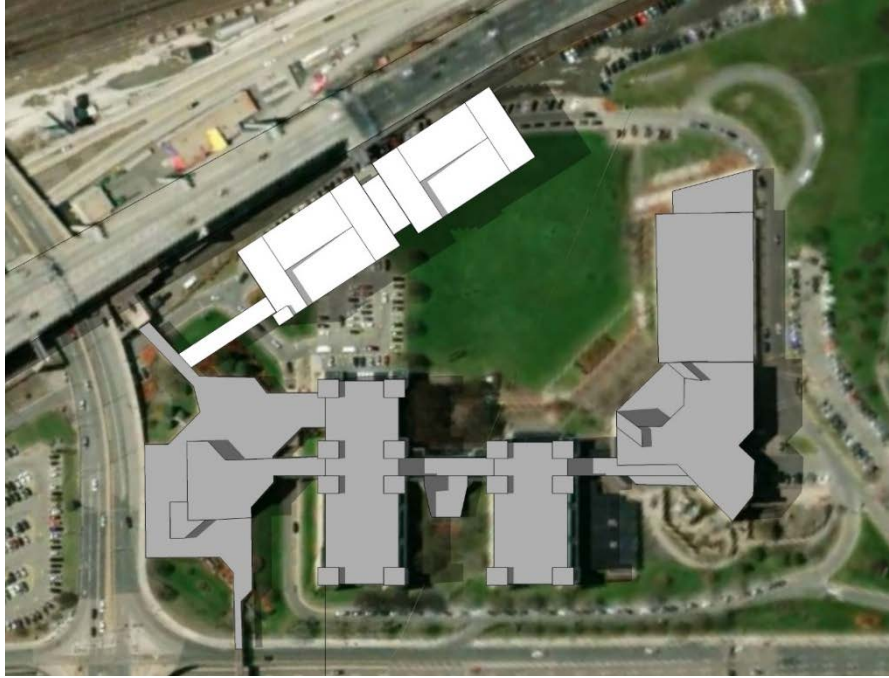
*Make a solution that works for Foreside.
Position hub site as a developable asset.*

Deliverables:

- Park & Ride Network Analysis
- Transit Feasibility Analysis
- Hub Feasibility Report



TASK 2.2 – TRANSPORTATION HUB FEASIBILITY STUDY





TASK 2.2 – TRANSPORTATION HUB FEASIBILITY STUDY





TASK 2.2 – TRANSPORTATION HUB FEASIBILITY STUDY

Housing Attainability in Kittery

Only 300 of the PNSY workforce lives in Kittery



Based on price, **85-90%** of homes sold in Kittery and Portsmouth are unattainable





TASK 3 – HOUSING AFFORDABILITY ANALYSIS + TOOLKIT

- Convene a Boston/New England District Council of ULI Technical Advisory Panel (TAP)
- Includes variety of affordable workforce housing experts
- Develops toolkit, policies, Best Practices, and actions
 - Details:
 - Partners guide
 - ULI does logistics
 - Stantec briefs / reports



*Leverage new and future zoning tools.
Educate residents about the benefits.
Bring willing developers to the table.*



**INCREASE HOUSING
AFFORDABILITY**



TASK 3 – HOUSING AFFORDABILITY ANALYSIS + TOOLKIT

Projected Workforce Housing Demand,
Metro Boston, 2015–2030

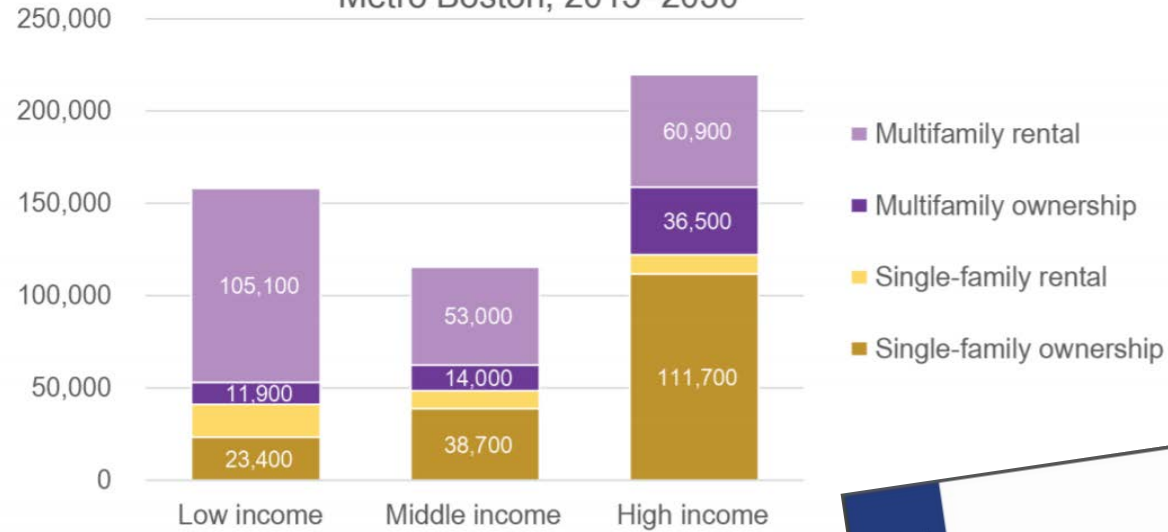


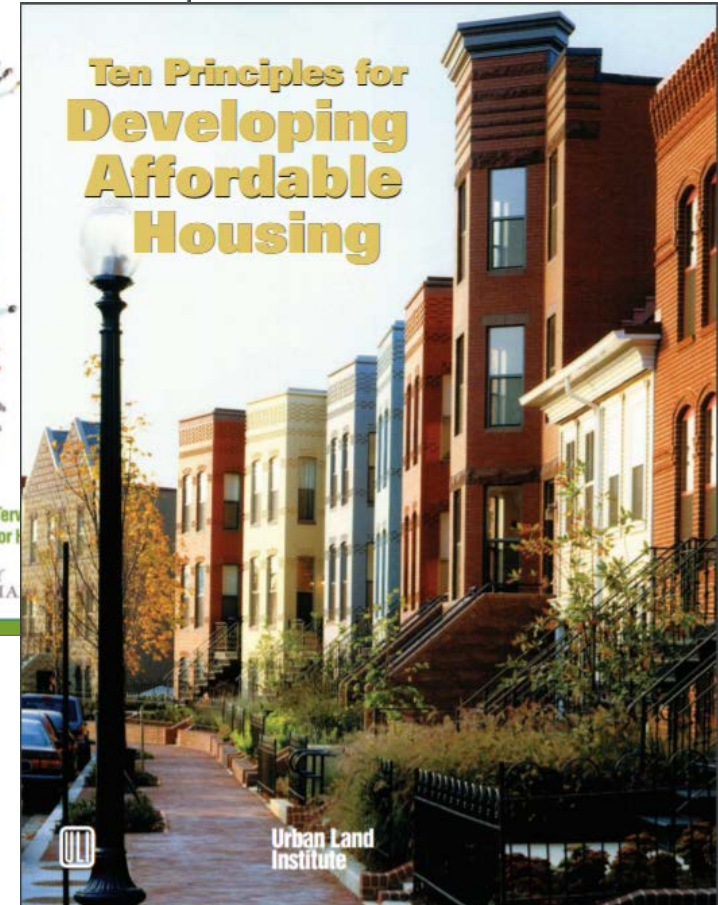
Table 2: Estimated Cost Burden for Households Headed by Selected Wage Earners

Profession	Annual wage range (entry to median)	Housing cost as percentage of gross income	
		Median gross rent	2015 median home sale price
Health care			
Registered nurse	\$47,000–\$65,000	24%	38%
Medical assistant	\$30,000–\$35,000	41%	68%
Emergency technician	\$28,000–\$36,000	42%	68%
Education			
Teacher	\$44,000–\$59,000	28%	50%
Teaching assistant	\$22,000–\$24,000	45%	101%
Public safety			
Firefighter	\$39,000–\$57,000	29%	43%
Patrol officer	\$47,000–\$59,000	26%	41%
Service workers			
Maid and housekeeping	\$18,000–\$22,000	66%	109%
Massage therapist	\$26,000–\$55,000	37%	44%
Concierge	\$25,000–\$31,000	48%	78%
Entry-level/midtier professional			
Human resources specialist	\$35,000–\$55,000	31%	45%
Dental assistant	\$33,000–\$43,000	36%	57%
Administrative assistant	\$22,000–\$33,000	49%	73%

Building for the Middle: Housing Greater Boston's Workforce



Ten Principles for Developing Affordable Housing



A ULI Advisory Services Panel Report

Collier County Florida

Expanding Housing Affordability
January 29–February 3, 2017





TASK 3 – JOINT FORMAL COMMUNICATIONS PLAN





TASK 3 – JOINT FORMAL COMMUNICATIONS PLAN

- Ensure communication channels for day-to-day issues and to facilitate dialogue
- Establish a Communications Committee to identify daily and longer-term planning needs
- Develop a Communication Coordination Manual

Naval Support Activity - Panama City (NSA-PC) and Tenant Commands

101 Vernon Avenue
Panama City Beach, FL
Phone: 850.230.7320
Business Hours: 0730-1600

County: Bay County
Area: 657 acres
Military Personnel: 347
DOD Civilians: 1,812
Contractors: 965

2011 Officers (as of July 15, 2011)	Contact	Email
Commanding Officer	CDR Anthony Anglin	anthony.anglin@navy.mil
Deputy Director	Mr. Flin Deberry	flin.deberry@navy.mil
CMC/Senior Enlisted Adviser	BMC Broderick Edmundson	broderick.edmundson@navy.mil
Executive Officer	LCDR Doug Johnson	douglas.m.johnson1@navy.mil

Tenant Commands	Contact	Email
Naval Surface Warfare Center	CAPT Scott Pratt	everett.pratt@navy.mil
Naval Diving and Salvage Training Center	CDR Michael Egan	michael.egan@navy.mil
Navy Experimental Diving Unit	CDR Keith Lehnhardt	keith.lehnhardt@navy.mil
Explosive Ordnance Disposal, Mobile Unit Six	LT Ryan Lally	ryan.lally@navy.mil
Center for EOD and Diving	CAPT Brad McKinney	bradley.mckinney@navy.mil
Naval Criminal Investigative Service	Mr. Mark Kachelein	mark.kachelein@navy.mil
Community Planning and Liaison Officer	Mr. John Skaggs	john.skaggs1@navy.mil

Department	Contact	Email
Housing	Ms. Shirley Shoemaker	shirley.shoemaker@navy.mil
Career Development and Resource	Mr. Tim Bowers	timothy.t.bowers.ctr@navy.mil
Environmental	Mr. Mike Clayton	michael.clayton@navy.mil
Operations	Mr. George Betz	george.betz@navy.mil
Public Affairs	Mr. Steve Applegate	steven.applegate@navy.mil
Security Department	Mr. Martin Gray	martin.gray@navy.mil

Significant Other Contacts	Contact	Email
US Coast Guard, Eighth District, Panama City Station	BOSN Scott Ramsey	scott.c.ramsey@uscg.mil
Veterans Administration (VA)	Dr. William Hardin	william.hardin@va.gov
Primary Care Clinic		
Naval Branch Health Clinic Panama City	HCMC Jose Negron	jose.negron@med.navy.mil

22 Bay County Joint Land Use Study Communication Coordination Manual

Bay County Profile

840 W 11th Street
Panama City, FL 32405
Phone: 850.248.8140

Area: 1,033 square miles
Population: 168,000
Email: boc@baycountyfl.gov
Website: www.baycountyfl.gov

Business Hours: Mon - Fri 8:00 am to 5:00 pm at 840 W 11th Street
Court Hours: Mon - Fri 8:00 am to 4:30 pm at 300 E 4th Street
County Commission Board Meetings: 1st and 3rd Tuesdays of each month at 840 W 11th Street
Planning Commission Board Meetings: 3rd Thursday of each month at 840 W 11th Street
Form of Government: Bay County is a Commission-Manager form of government. Commissioners select a county manager who oversees the day-to-day operations of Bay County.

2011 Elected and Appointed Officials (as of July 8, 2011)	Contact	Email
County Manager	Ed Smith	esmith@baycountyfl.gov
Assistant County Manager	Bob Majka	bmajka@baycountyfl.gov
Assistant County Manager	Dan Shaw	dshaw@baycountyfl.gov
County Commissioner District 1	Mike Nelson	mnelson@baycountyfl.gov
County Commissioner District 2	George B. Gainer	ggainer@baycountyfl.gov
County Commissioner District 3	William T. Dozier	wdozier@baycountyfl.gov
County Commissioner District 4	Guy M. Tunnell	gtunnell@baycountyfl.gov
County Commissioner District 5	Mike Thomas	mthomas@baycountyfl.gov
County Clerk	Bill Kinsaul	webbayclerk@baycountyfl.gov
County Emergency Management Coordinator	Mark Bowen	mbowen@baycountyfl.gov
County Sheriff	W. Frank McKeithen	fmckeithen@bayso.org
County Attorney	Terrel K. Arline	tarline@baycountyfl.gov
Supervisor of Elections	Mark A. Andersen	info@bayvotes.org
Property Appraiser	Dan Sowell	dsowell@baypa.net
Tax Collector	Peggy Brannon	pbrannon@tcmail.co.bay.fl
State Attorney, 14th Judicial Circuit	Glen Hess	pam.smitherman@sa14.fl.gov
School Superintendent	Bill Husfelt	husfevw@bay.k12.fl.us
County Fire Marshall	Jerry Blount	jblount@baycountyfl.gov

30 Bay County Joint Land Use Study Communication Coordination Manual



DEVELOP
COMMUNICATIONS
PLAN

Enhance relationships among leaders, command, and staff.
Facilitate a smooth transition during leadership changes.
Sustain efforts to ensure compatibility.

TASK DISCUSSION



TASK 2.1 Transit Feasibility Analysis

- What are the primary potential challenges?
- Who are the stakeholders that need to be involved?



TASK 2.2 Multimodal Hub Feasibility

- What are the primary potential challenges?
- Who are the stakeholders that need to be involved?



TASK 3 Housing Analysis and Toolkit

- What are the primary potential challenges?
- Who are the stakeholders that need to be involved?



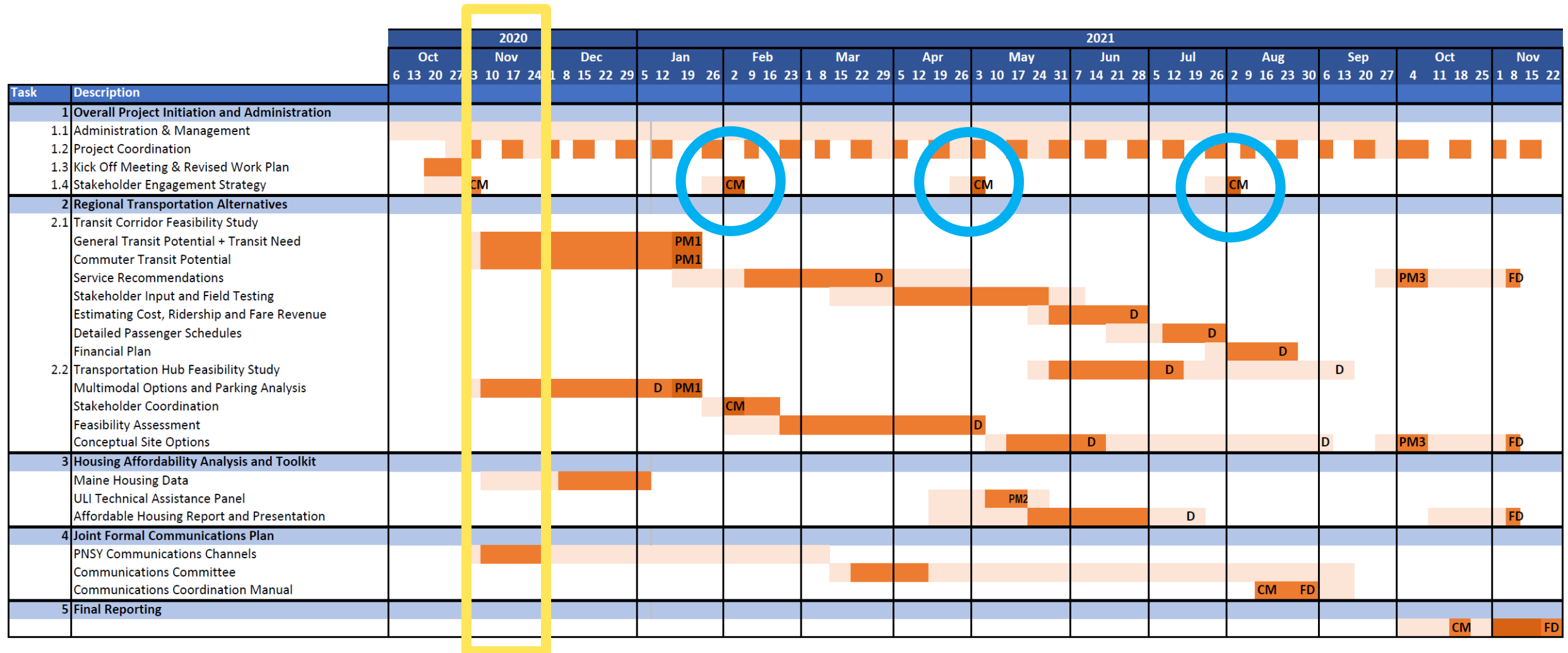
TASK 4 Communications Plan

- What are the primary potential challenges?
- Who are the stakeholders that need to be involved?

NEXT STEPS



Project Schedule





Winter 2020-21

