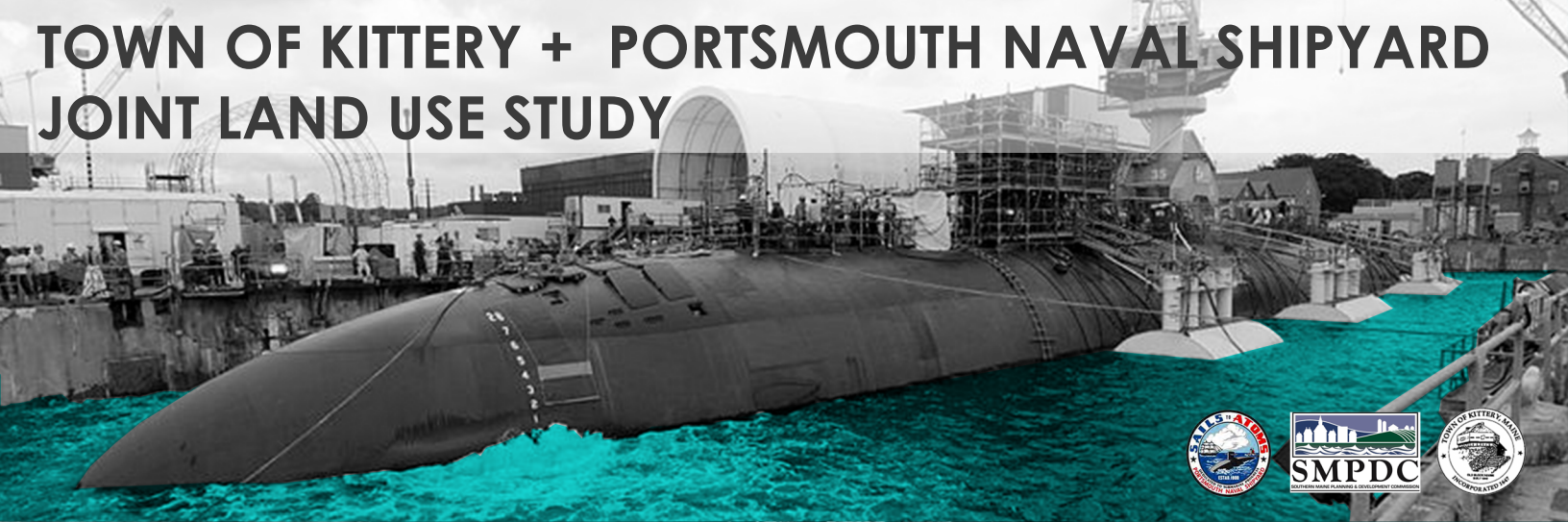


TOWN OF KITTERY + PORTSMOUTH NAVAL SHIPYARD JOINT LAND USE STUDY



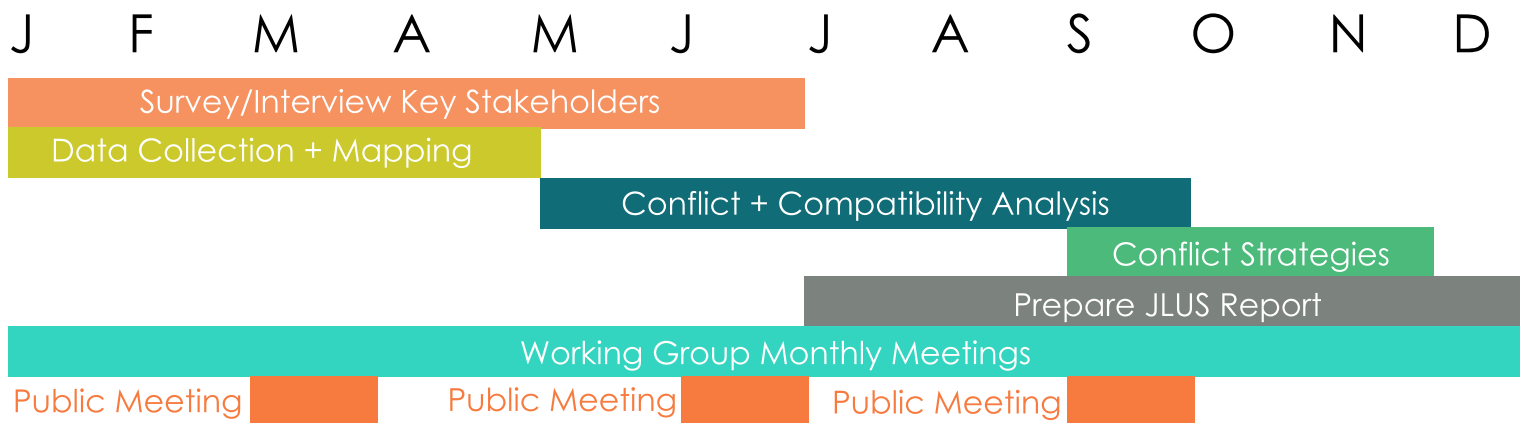
PROJECT DESCRIPTION

The JLUS incorporates a team approach to define compatibility issues that could impede either military operations or continued regional growth. These issues may include: adequate local and regional transportation networks; adequate workforce housing, resiliency of coastal development; community development guidelines and infrastructure investments to guide compatible community development; and protection of military line of site corridors, port access, river channel/shipping lanes, and sea-based mobility corridors. A parallel robust public outreach and stakeholder involvement initiative will increase public awareness of the military operations and its regional economic contribution, as well as ensure a smooth transition for stakeholders to implement recommendations.

PROJECT SCOPE

- Stakeholder and Public Involvement
- Survey/Interview Key Stakeholders
- Data Collection, Inventory and Mapping
- Conflict and Compatibility Analysis
- Conflict Resolution Strategies
- Prepare JLUS Report + Implementation Plan

PROJECT TIMELINE 2019



WHAT IS A JOINT LAND USE STUDY?

A collaborative planning initiative undertaken by state or local government in partnership with the military installation, to protect and preserve military readiness and defense capabilities while supporting continued community growth and economic development. The JLUS provides a blueprint for mutually beneficial actions.

WHAT IS THE NEED FOR A JLUS?

The JLUS focus will include immediate areas around the shipyard and the Kittery region, to address transportation, housing and other land use issues that may adversely impact military operations as access needs continue to grow.

HOW IS A JLUS CONDUCTED?

Kittery has established a JLUS Policy Committee and JLUS Working Group to provide guidance to the JLUS Team during the process and to engage the community. The Team will gather and analyze data; conduct a compatibility analysis; propose recommendations; and provide a detailed plan to carry out the recommendations.

WHAT WILL HAPPEN WITH THE RESULTS OF THE JLUS?

The Final JLUS document will include analysis and findings, a series of recommendations, and an Implementation Plan to identify prioritized actions, responsible parties, timeframe, cost estimates, and possible funding sources. Upon final review and approval, the JLUS Policy Committee will submit the JLUS document to participating community legislative bodies and state agencies for consideration of support to carry out the recommendations.

TOWN OF KITTERY + PORTSMOUTH NAVAL SHIPYARD JOINT LAND USE STUDY



VOICES IN THE COMMUNITY

The JLUS project team met with 5 groups of stakeholders in March 2019 to gain a better understanding of potential compatibility factors between operations of the Portsmouth Naval Shipyard and the Town of Kittery, with particular emphasis on transportation, planning and housing. Attendees represented a range of regional and local governance and agencies (e.g. political, planning, transportation, public works), as well as neighborhood businesses and residents.

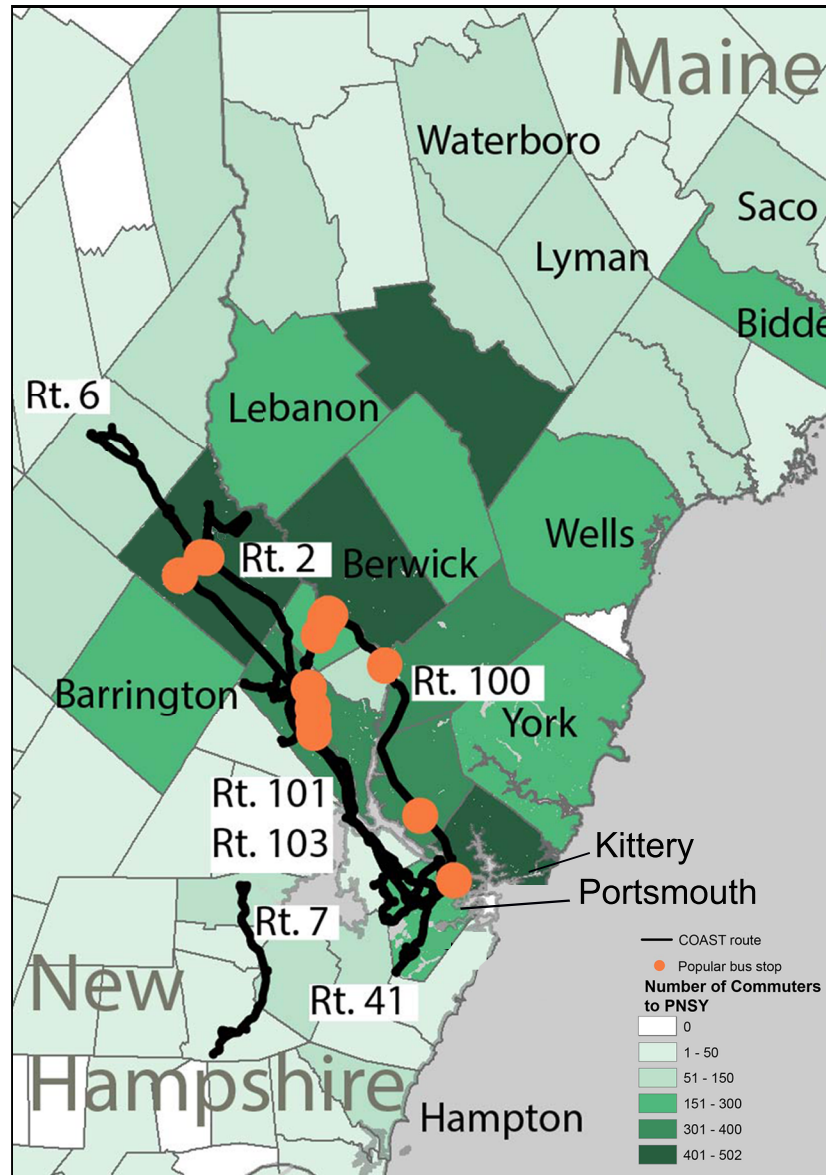
The key issues identified were:

- Local traffic congestion
- Alternative transportation needs
- Last-mile travel
- Cross-border collaboration
- Transit funding
- Parking perceptions vs. needs
- Affordable housing
- Shifting needs of Shipyard workforce
- Regional connectivity

The key suggestions for future data collection and analysis included:

- Regional park and ride utilization
- Analysis of current, proposed zoning
- Analysis of recent housing needs assessments
- Concurrent transportation-related studies
- Transit ridership and service locations
- Parking utilization counts in Kittery
- Existing transportation incentive programs
- Identification of planned transportation projects
- Employment data for large, regional employers
- Vehicle volumes at key intersections

These issues and suggestions be refined during the data collection and mapping phase of the study. A public survey will shortly be released to contribute further to this effort.



COMMUTING ORIGINS TO PNSY

This map demonstrates the wide range of distances PNSY workers travel from in relation to existing transit service areas. These distances have impacts on the efficiency of the road network and also highlight potential need for affordable housing supply closer to the shipyard. This map is part of a series that will demonstrate existing conditions in the region.

TOWN OF KITTERY + PORTSMOUTH NAVAL SHIPYARD JOINT LAND USE STUDY

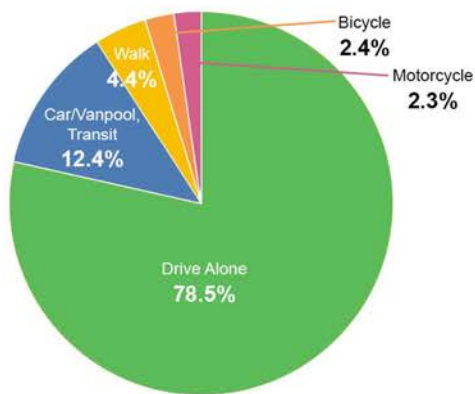
PROJECT UPDATE #3



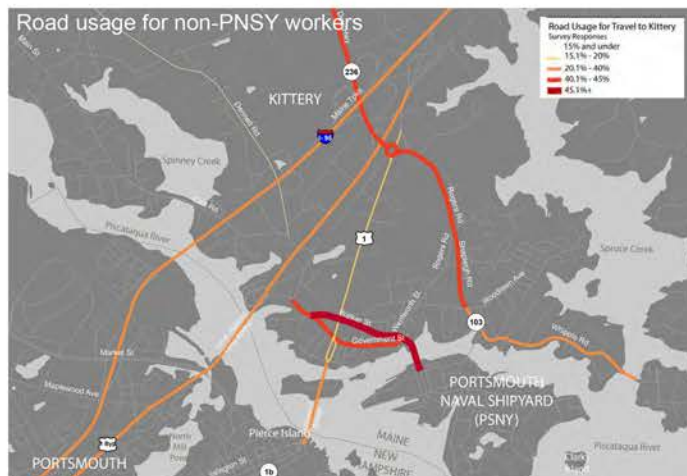
The Joint Land Use Study (JLUS) was initiated in January 2019 with a kick-off meeting and tour of the Portsmouth Naval Shipyard. This was followed by a series of stakeholder roundtable sessions and interviews conducted through April, and a public survey completed in July. Some of the responses have been summarized below. The survey garnered 573 responses from all across the region and will support a current effort of a similar survey for PNSY employees. Although the JLUS investigates 24 different compatibility factors, PNSY Commander David Hunt has vocalized his particular support of the transportation-related factors being studied - "This is a community-driven planning process where the town of Kittery, in partnership with the shipyard, will identify and evaluate existing and potential future traffic and parking challenges impacting both the Navy and surrounding community,"

PUBLIC SURVEY RESPONSE SUMMARY

QUESTION - What is the primary mode of travel you typically use on a weekday?

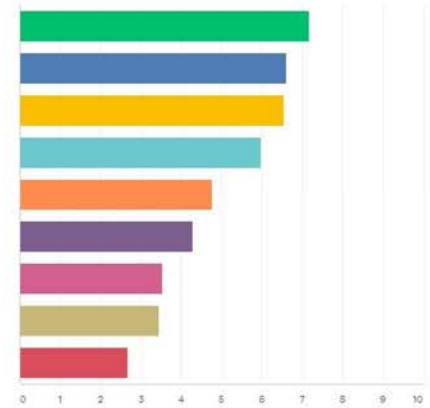


QUESTION - Which road do you typically utilize to access downtown Kittery/Foreside? (Thicker lines indicate a higher-used road)



QUESTION - Various stakeholders have suggested a number of ideas for addressing the PNSY impacts. Please rank the following:

Park and ride facilities connected with frequent shuttle
More nearby off-shipyard parking to walk to/from
Reduce delays entering/exiting the shipyard
Change traffic signal response to reduce delays
Improve existing bus service/frequency
Add additional bus routes to other places
Add ferry service to/from New Hampshire
Improve bicycling facilities
Increase nearby affordable housing options



KEY THEMES

Results from the public survey helped further refine the issues emphasized by the study.

The key issues identified were:

- Travel/Traffic Safety
- Congestion
- Transit
- Parking
- Biking and Walking
- Housing
- Regional Coordination
- Communications
- Environmental Concerns
- Economic Resilience

Based on these issue areas, a series of specific strategies and potential implementation tasks will be introduced in the next phase of the project. Their potential impacts and relationship with other strategies will also be investigated in greater detail.

TOWN OF KITTERY + PORTSMOUTH NAVAL SHIPYARD JOINT LAND USE STUDY

PROJECT UPDATE #4



To date, the Joint Land Use Study (JLUS) has completed a comprehensive process of data collection and analysis and identification of conflicts relating to 24 Compatibility Factors. These efforts have been backed by a strong set of public engagement approaches ranging from stakeholder roundtable sessions to surveys developed for both the public and PNSY employees. The final round of engagement this summer included a pop-up table on the PNSY mall to inform about the JLUS and gather feedback on transportation issues which have risen to the top of priorities in this study. All of this information has informed the direction of the study as it starts moving into its final phases.

EMERGING STRATEGIES

For the past few months, the JLUS team and Working Group have been investigating previously identified issue areas in greater depth to develop and refine a comprehensive set of appropriate strategies. While a long list of supporting strategies have also been developed, only the catalytic strategies for each area are listed below:



TRAVEL/TRAFFIC SAFETY

Traffic calming near Gates 1 and 2

CONGESTION

Pricing incentives to encourage more car/vanpool participants

TRANSIT

Extend transit to Sanford

Develop a new regional park and ride system

PARKING

Develop a local park and ride and explore using the rail spur for access to Gate 1

BIKING AND WALKING

Improve safety with new crosswalks and bike lanes

HOUSING

Increase local housing affordability through re-zoning for denser residential

REGIONAL COORDINATION

Identify and maximize existing partnership opportunities to increase eligibility for Federal funding

COMMUNICATIONS

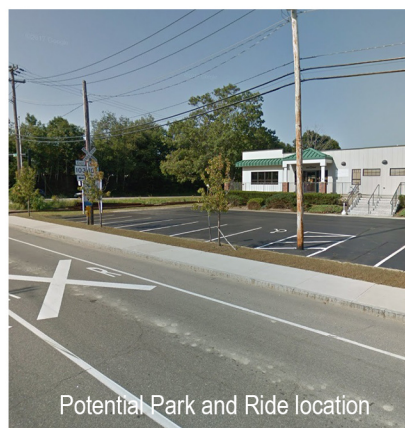
Develop a Town/PNSY communications plan

ENVIRONMENTAL RESILIENCE

Explore community/military resilience partnership

ECONOMIC RESILIENCE

Leverage need for defense diversification and workforce housing into mixed-use development strategies



FINAL JLUS STAGES

The JLUS team will be sharing the refined set of strategies in detail with the Policy Committee in November. Following their approval and feedback, the team will draft a set of recommendations and an action/implementation plan as part of a draft final report. This will be shared with the public for review and comment in early 2020 before being finalized and shared with PNSY and the Town of Kittery for formal adoption.

Please visit the project website for additional information and updates- <http://smpdc.org/JLUS>

TOWN OF KITTERY + PORTSMOUTH NAVAL SHIPYARD JOINT LAND USE STUDY

PROJECT UPDATE #5



Following analysis of public/stakeholder feedback, as well as in-depth discussions with the Policy Committee and Working Group, the Joint Land Use Study (JLUS) team has developed and refined a total of **44 strategies** that address the **10 key issue areas** identified throughout the project, including: Traffic and Travel Safety, Housing, and Economic Resilience. Below, each Catalytic (bold) strategy as well as some supporting strategies for each of the 10 issue areas are outlined. Based on in-depth analysis of relevant data, each was given a score between 1-5, indicating overall impact (5 being the highest).

CATALYTIC AND SUPPORTING STRATEGIES

ISSUE AREA	STRATEGY	TRANSPORTATION METRIC SCORE	OVERALL METRIC SCORE
TRAFFIC/TRAVEL SAFETY	Gate 1 and Gate 2 traffic calming	3.0	2.0
	Bicycle and pedestrian signing program	2.3	1.7
CONGESTION	Pricing incentives for PNSY car/vanpool participants	3.0	3.0
	Investigate PNSY staggered shift/telework options	2.7	1.9
TRANSIT	Extend transit to Sanford	3.3	2.1
	Coordinate with other employers for shared transit options	2.7	2.1
PARKING	Develop local Park and Ride and explore rail spur access	2.7	2.4
	Incentivize landowners to create local and regional Park and Rides	2.3	1.7
BIKING AND WALKING	Improve appeal of biking and walking with “complete street” improvements	3.3	2.0
	Road diet on Route 103 and Love Lane	3.3	2.1
HOUSING	Increase affordable housing options through rezoning	3.0	2.7
	Develop mixed-income, multi-family housing program	2.7	2.3
REGIONAL COORDINATION	Maximize partnership opportunities to attract grant funding	2.3	2.1
	Increase participation at regional committees/meetings	1.7	1.7
COMMUNICATION	Develop PNSY/Kittery Communications Plan	1.7	1.7
	Maximize engaging the public through social media	1.3	1.7
ECONOMIC RESILIENCE	Encourage mixed-uses to diversify the local economy	1.7	2.7
	Explore commercial spin-off from PNSY manufacturing	1.3	1.7
ENVIRONMENTAL	Explore community/military resilience partnership	1.0	2.1
	Ensure compatibility of alternative energy projects	1.0	1.7

The PNSY, Town of Kittery, and the region at large, are faced with complex challenges as they continue to evolve and grow. None of the identified strategies have a score above 3.3, implying that there is no silver bullet for addressing these challenges. However, in combination, these strategies can collectively address many issues. Regional collaboration is necessary, and the final JLUS report will help identify early actions and a long-term path forward.

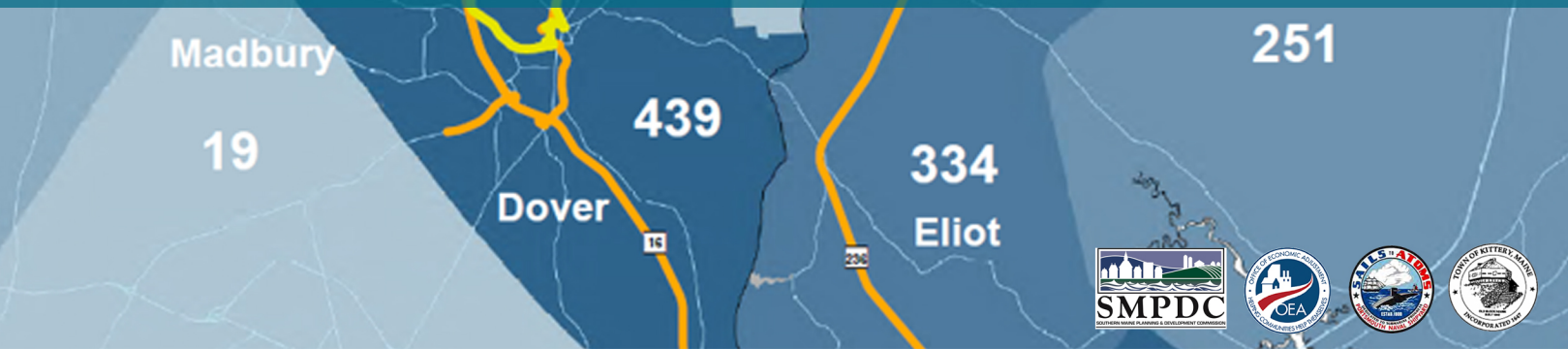
The remaining steps of the JLUS are as follows:



Please visit the project website for additional information and updates- <http://smpdc.org/JLUS>

TOWN OF KITTERY + PORTSMOUTH NAVAL SHIPYARD JLUS IMPLEMENTATION

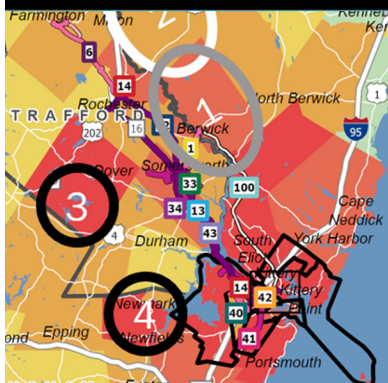
PROJECT UPDATE #1



The JLUS Implementation Plan carries the momentum from the 2018-2020 Joint Land Use Study to begin developing and putting into action solutions for some of the top identified areas of concern impacting Portsmouth Naval Shipyard, the Town of Kittery, and the region at large. The overall JLUS Implementation effort has been broken down into 4 targeted, in-depth tasks. In the first few months of the study, each task has largely been focused on collecting current data, conducting early analysis, and setting the stage for productive discussions with regional stakeholders and other experts.

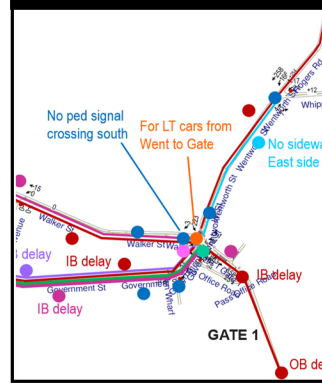
PROJECT SUMMARY BY TASK

TASK 2.1- TRANSIT FEASIBILITY ASSESSMENT



- Coordination of transit providers
- Assessment of current demand
- Preliminary market gaps identified

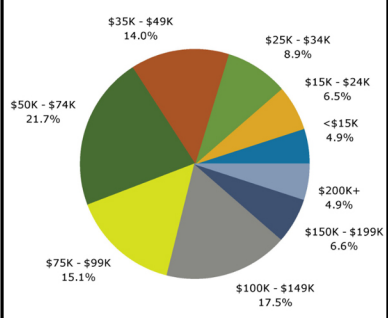
TASK 2.2- MULTIMODAL HUB FEASIBILITY



- Identifying multimodal barriers
- Building multimodal model
- Preliminary hub site identification

TASK 3- HOUSING AFFORDABILITY ANALYSIS

2018 Household Income



- Regional housing affordability update
- Packaging materials for ULI Tech. Assistance Panel
- ULI Panel in May

TASK 4- JOINT COMMUNICATIONS PLAN

Key elements needed for plan:

- Identify gaps in existing communication lines
- Ensure regular exchange of information
- Establish short/long-term procedures
- Identify local/regional points of contact
- Designate responsible party to keep plan updated as a living document

The Implementation Committee members play an important role in helping the team establish and develop connections to support each of the Task topic areas, whether for data and other information, or for building a resource of people and agencies invested in the long-term goals and needs of the region as identified in earlier processes. The remaining steps of the JLUS are as follows:



TOWN OF KITTERY + PORTSMOUTH NAVAL SHIPYARD JLUS IMPLEMENTATION

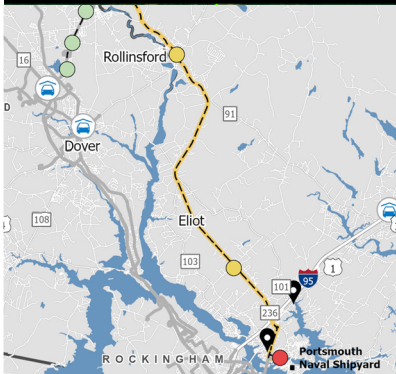
PROJECT UPDATE #2



The JLUS Implementation project is at a key stage in the process where, for each of its four tasks, essential discussions are taking place with the stakeholders who will eventually be stewards and partners in their execution and overall success. Discussions are being held with large regional employers who may be able to provide transit resources and further refine the priority areas for filing in transit gaps. Landowners will soon be contacted who may be able to host a multimodal hub and set a precedent in the region for prioritizing connected alternative transportation. The Urban Land Institute will be engaging with local planning leaders who are responsible for identifying and accommodating long-term regional housing needs. Representatives from various communities and agencies are beginning to share information and identify opportunities for alignment. All of these discussions and relationships will set the stage for stronger collaboration on the tasks relating to the JLUS, as well as other yet-to-be-seen opportunities for the region.

PROJECT SUMMARY BY TASK

TASK 2.1- TRANSIT FEASIBILITY ASSESSMENT



- Bus ridership and vanpool data analyzed
- Discussions with large employers
- Recommended transit route options defined

TASK 2.2- MULTIMODAL HUB FEASIBILITY



- Mode travel times by site location defined
- Early site concepts illustrated for landowners
- Investigation of funding options
- PNS survey created

TASK 3- HOUSING AFFORDABILITY ANALYSIS



- Community data collected for ULI TAP Briefing Book
- ULI panel/public presentation- Tuesday, May 18 6:00 – 7:15 p.m.

TASK 4- JOINT COMMUNICATIONS PLAN

Town Hall 186 York Street York, Maine 03909 Phone: 207-363-1000				Population: Area: Website:
Business Hours: Monday – Friday 8:00 a.m. – 4:30 p.m. Regular Planning Board Meetings are typically held on the 2nd and 4th Thursdays Live on Time-Warner Cable's Public Channel 132 and streamed on Town Hall Site				
Departments	Position Title	Contact	Telephone	
Town Manager's Office	Town Manager	Stephen H. Burns	207-363-1000, ext. 6021	
Town Clerk/Tax Collector	Town Clerk/Tax Collector	Mary-Ann Szeniewski	207-363-1003, ext. 6072	
Code Enforcement	Director LHO, CRS Coordinator	Amber Harrison	207-363-1002	
Tax Assessor	Tax Assessor	Rick Mace, MCA	207-363-, ext. 6041	
Finance	Finance Director	Wendy Anderson	207-363-1004, ext. 6024	
Human Resources	Director of Human Resources	Kathryn Danvik-Lacasse	207-363-1000, ext. 6032	
Parks & Recreation	Department Director	Robin Copper	207-363-1040	
Planning	Planning Director	Dylan Smith	207-363-1000, ext. 6042	
Town of York Police Department	Chief of Police	Charles J. Rzewiawski	207-363-1031	
Public Works	Director of Public Works	Dean A. Lessard, P.E.	207-363-1010	
School Department	Superintendent of Schools	Lori Olenowski	207-363-3403	

- Working group established
- Community data collection underway
- Key gaps in communication channels being identified

The remaining steps of the JLUS are as follows:



TOWN OF KITTERY + PORTSMOUTH NAVAL SHIPYARD JLUS IMPLEMENTATION

PROJECT UPDATE #3



The past few months of the JLUS implementation project have developed a detailed understanding of needs and preferences, and appropriate solutions for transit, housing, development and communications in the region. Discussions with regional employers have refined the estimate of regional transit demand, and further PNS data identified geographic locations where workers are in need of more travel options. A survey of shipyard workers was conducted to understand preferences for alternative transportation options and their interest in utilizing a multimodal hub, and early discussions with potential developers of a multimodal hub began. The ULI Tap Panel further validated the region's needs for a strategic approach to diversifying its housing stock and adding a mix of other uses. The Communications Committee identified specific improvements to communication channels in various areas. The final stage of the project will include finalizing reporting for each task and completing on-going discussions focused on implementation details.

PROJECT SUMMARY BY TASK

TASK 2.1- TRANSIT FEASIBILITY ASSESSMENT



- Transit Committee convened
- Other employer data gathered
- Microtransit/vanpool case studies identified
- Funding identified

TASK 2.2- MULTIMODAL HUB FEASIBILITY



- PNS survey conducted
- Site information sheets created
- Early developer conversations held
- Hub funding sources identified

TASK 3- HOUSING AFFORDABILITY ANALYSIS



- ULI Panel conducted
- ULI TAP Briefing Book finalized
- Housing Toolkit drafted

TASK 4- JOINT COMMUNICATIONS PLAN

Town Hall 180 York Street York, Maine 03909 Phone: 207-363-1000				Population: 12,000 Website:
Business Hours: Monday – Friday 8:00 a.m. – 4:30 p.m. Regular Planning Board Meetings are typically held on the 2 nd and 4 th Thursdays live on Time-Warner Cable's Public Channel 132 and streamed on Town Hall Site				
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School Department	Superintendent of Schools	Loy Gosselin	207-363-3403	

- MOA established with relevant parties
- Joint Communications Manual drafted

The remaining steps of the JLUS are as follows:

