

# TOWN OF KITTERY AND PORTSMOUTH NAVAL SHIPYARD JOINT LAND USE STUDY

FINAL REPORT - 2022

## IMPLEMENTATION PLAN







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# TOWN OF KITTERY AND PORTSMOUTH NAVAL SHIPYARD JOINT LAND USE STUDY **IMPLEMENTATION PLAN**

*This study was prepared under contract with the Town of Kittery, Maine, with financial support from the Department of Defense Office of Local Defense Community Cooperation. The content does not necessarily reflect the views of the Office of Economic Adjustment.*



Five communities, three regional planning commissions, and several local, regional, and state organizations and agencies were active partners working with PNS and the Town of Kittery on this collaborative planning effort:

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# The JLUS in Action

The 2018-2020 Town of Kittery and Portsmouth Naval Shipyard Joint Land Use Study (JLUS) outlined an opportunity for the Town of Kittery, Southern Maine Planning & Development Commission (SMPDC), regional jurisdictions, States of Maine and New Hampshire, and Portsmouth Naval Shipyard (PNS) to strengthen their existing partnership, understand and address the issues impacting both the Navy and communities throughout the region, and establish a blueprint for mutually beneficial actions to support military readiness, and continued community growth and economic development. The compatibility analysis led to development of recommendations that include prioritized strategies and actions, responsible parties, timeframe, and possible funding sources to address identified compatibility issues.

The JLUS Implementation Plan carries forward the momentum from the 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. Extensive engagement occurred throughout the JLUS planning process. The JLUS Implementation Committee, Transit Sub-Committee, and Communications and Coordination Committee helped facilitate the JLUS implementation planning process and development of content in this document. Each committee, together with affected stakeholders, participated directly with the project team to provide technical assistance, feedback, and decision-making.



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# I. PRIORITIZATION OF JLUS IMPLEMENTATION TASKS

## JLUS Project Background

The JLUS (finalized in January 2020) was a significant stepping stone for the region, bringing together key players across various jurisdictions and sectors who play a critical role in shaping its future.

The comprehensive study investigated twenty-four areas of compatibility that could impact continued military operations for PNS. Following intense data collection, analysis, stakeholder engagement and public outreach, a few key issues rose to the top as clear candidates for prioritized action.

The JLUS recommendations included forty-two recommendations within ten impact areas. Each recommendation was associated with a “compatibility score”. The scores identify the level of impact of a recommendation in context of both transportation-specific compatibility factors and compatibility factors as a whole. The scores were defined based on analysis of both qualitative and quantitative supporting data related to the particular topic, and were further refined through discussion with both the Policy Committee and Working Group.

To enable catalytic change and immediately begin putting the JLUS recommendations into action, four key projects/tasks were selected as part of the JLUS Implementation Phase, which initiated in October 2020:

### COMPATIBILITY FACTORS REQUIRING ACTION

- Local Housing Availability
- Land Use
- Road Capacity and Congestion

### JLUS RECOMMENDATION IMPACT AREAS

- Travel and Traffic Safety
- Congestion
- Transit
- Parking
- Biking & Walking
- Housing
- Regional Coordination
- Communications
- Economic Resilience
- Environment

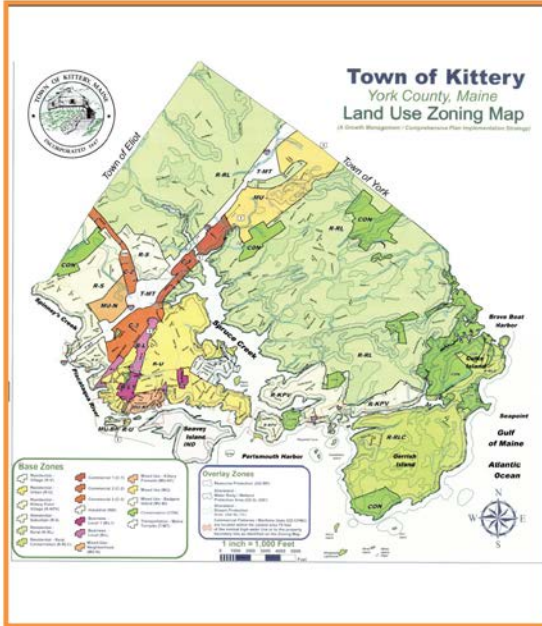


The graphics on this and the following page are excerpts from the JLUS Final Report (January 2020) and depict examples of how each recommended strategy was ranked to inform its implementation priority.





## CATALYTIC STRATEGY REZONE TO IMPROVE AFFORDABILITY



### COMPATIBILITY SCORE

3.0

TRANSPORTATION  
METRIC AVERAGE  
RATING

2.7

OVERALL METRIC  
AVERAGE RATING

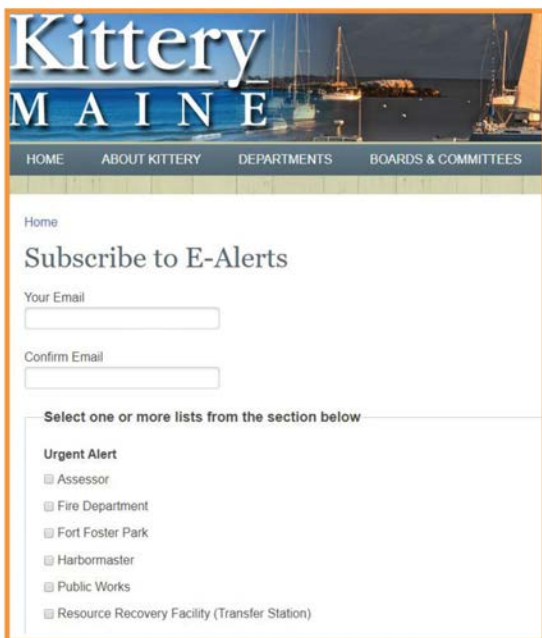
Road Capacity + Congestion	Transportation Safety	Infrastructure Capacity	Coordination + Communication	Local Housing Availability	Resilience	Economic
3	2	4	2	5	1	2

### 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.



## CATALYTIC STRATEGY FORMAL JOINT COMMUNICATIONS PLAN



### COMPATIBILITY SCORE

1.7

TRANSPORTATION  
METRIC AVERAGE  
RATING

1.7

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.



**TASK 1. Transit Corridor Feasibility Study**

Identify up to three alternatives for establishing a commuter transit service between Sanford and Kittery.

**TASK 2. Multimodal Hub Feasibility Study**

Examine the potential for a mixed-use multimodal transportation hub within close proximity to PNS, that allows for satellite parking, access to the existing railway spur, and the potential for mixed use development opportunities.

**TASK 3. Housing Affordability Analysis and Toolkit**

Create a housing toolbox for local communities with resources to support a broader range of housing types that are affordable for more PNS workers. Convene a housing forum with SMPDC, the Town of Kittery and other key stakeholders to develop strategies/incentives to present the toolkit resources.

**TASK 4. Joint Formal Communications Plan**

Develop a communication strategy that formalizes the progress made on strengthening communications between the town and the Shipyard. It will build on communications recommendations developed during the JLUS and establish a clear framework and process for regular communication between the base and the Town.

Stantec was re-engaged to lead this effort along with consultants from Foursquare ITP, and many of the members from the previous JLUS Policy Committee and JLUS Working Group eagerly joined the JLUS Implementation Committee to provide periodic guidance and feedback throughout this phase of the project. Maintaining continuity of the JLUS and participation from these stakeholders was invaluable as they are responsible for putting the recommendations into action in the coming months and even years.

A Transit Sub-Committee and Joint Communications and Coordination Manual Working Group were also established and contributed throughout the process.

The following sections of this report outline:

1. The background context for each task within the scope of this effort;
2. Details about the analysis and evaluation process, each of which was informed by various committees, stakeholder input, and other data; and
3. A set of recommendations and next steps to continue implementing the prioritized JLUS projects.

The Appendices that follow include key task deliverables, such as the Joint Communications and Coordination Manual and the ULI Technical Assistance Report for Kittery and Berwick, Maine. In addition, data, survey results, and other materials developed during the JLUS Implementation Plan are also included.

## II. TRANSIT FEASIBILITY ANALYSIS

### Background

#### ACCESS AND PARKING CONSTRAINTS

PNS is located on Seavey Island, in Kittery Maine. The island lies in the Piscataqua River, off the southern coast of Kittery, and just north of Portsmouth, New Hampshire. Access to the island is limited to just two bridges connecting to Kittery. More than 7,000 people commute to the shipyard daily. However, parking on the island is limited to approximately 5,000 spaces. As a result, many shipyard workers seek out alternative commuting options to driving alone.

#### TRANSIT AND VANPOOL SERVICES

The commuting landscape differs significantly on the Maine and New Hampshire sides of the Portsmouth/Kittery region. In New Hampshire, the Cooperative Alliance for Seacoast Transportation (COAST) provides fixed-route transit service in Strafford and Rockingham Counties, including hourly service between Portsmouth and PNS. A relatively small number of vanpools operate between communities in Strafford and Rockingham counties in New Hampshire and PNS. Conversely, there is a robust network of vanpools serving the shipyard from York County, Maine, but just one

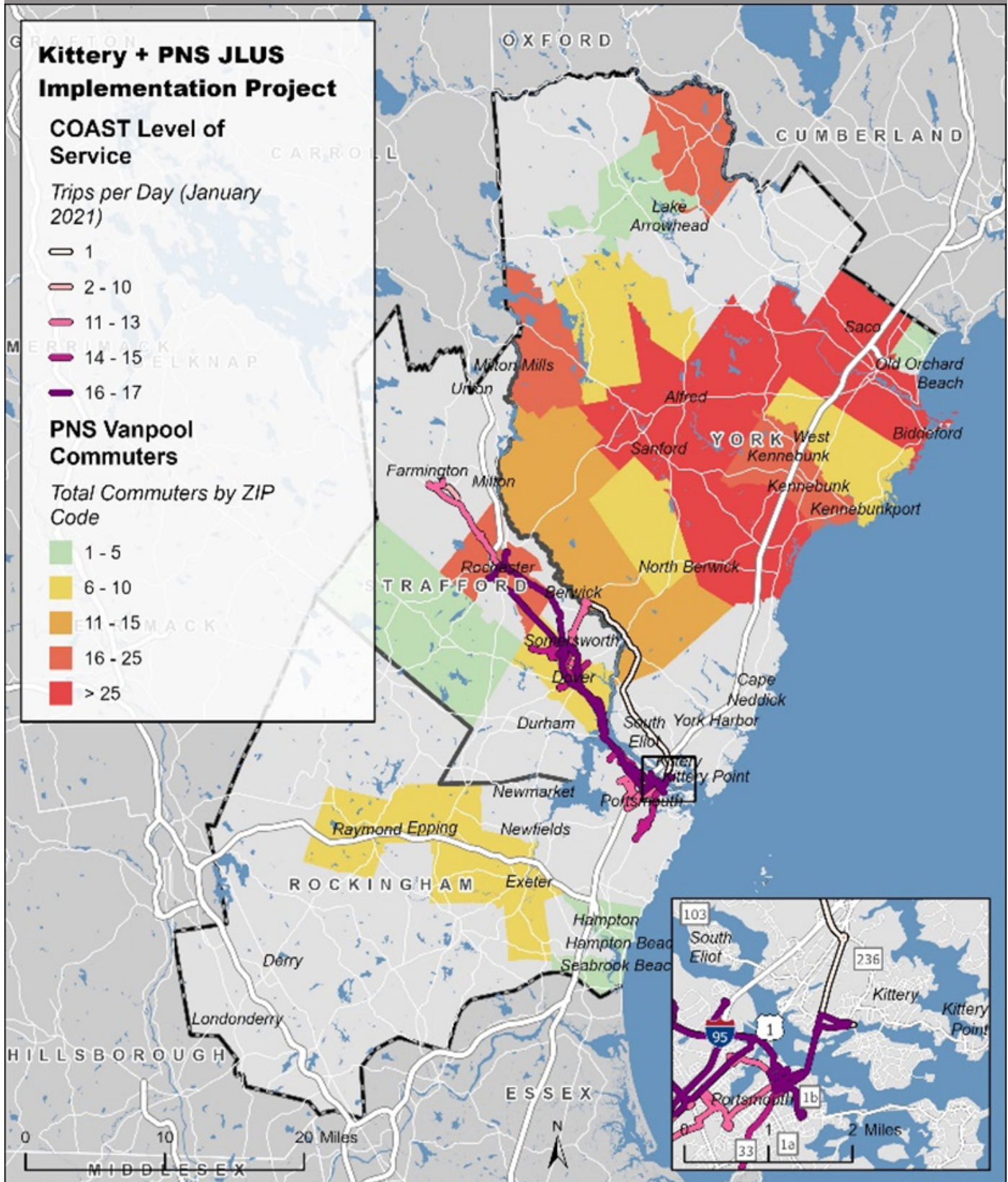
limited-service fixed route operated by COAST between Berwick and PNS. In other words, vanpool service has flourished in areas without public transportation connections to the shipyard (see Figure 1).

#### KEY TRANSIT ISSUES IDENTIFIED DURING THE JLUS

- To ensure consistent and timely transit service, dropping off passengers outside of the gates is more operationally efficient than entering into the Shipyard
- There are overlapping services or gaps when considering the services of a range of service providers in the region
- Changing factors influence PNS worker's scheduling and ability to sync with available fixed route transit schedules
- Desirability of transit as a commuting option is dependent on a range of decision factors
- Funding limitations and uncertainty about long-term transit funding support



**Fig.1 Distribution of PNS Vanpool Participants**



Description. Source: Foursquare ITP

# Evaluation and Analysis

## COMMUTING CHALLENGES AND OPPORTUNITIES

Vanpool schedules are determined collectively by the vanpool participants themselves. If a vanpool participant's schedule changes unexpectedly, either for one day or long-term, other travel accommodations must be found, as vanpools do not offer flexible travel times. The appeal of regularly scheduled public transportation service, with multiple departures per day, is that it can provide a safety net for vanpool participants and others in need of mobility assistance. However, traditional fixed-route transit service also requires a number of market conditions to be present in order to be cost-effective and viable. These include density (population and/or employment), and a supportive pedestrian environment. Without these elements, fixed-route transit service will struggle to attract sufficient ridership to justify the expense of the service.

## TRANSIT SUITABILITY

In lower density areas, where traditional fixed-route transit service is not viable, other transit options can still be considered. These include commuter service and shared mobility (see Figure 2). Commuter service is a type of transit service that is often defined by limited stops and limited schedules. COAST Route 100, for example, is a commuter service that operates one inbound trip in the morning to PNS, and one outbound trip in the afternoon. Given the limited nature of commuter service, it would not address the primary challenge facing vanpool riders and prospective riders – the lack of flexibility to travel outside of typical commuting times. Shared mobility service, on the other hand, can address this issue

Shared mobility can refer to a wide range of mobility services including vanpools, dial-a-ride buses, and app-based ride-hailing services like Uber and Lyft. In recent years, a new type of shared mobility service called microtransit has emerged.

Fig.2 - Transit Service Suitability by Land Use

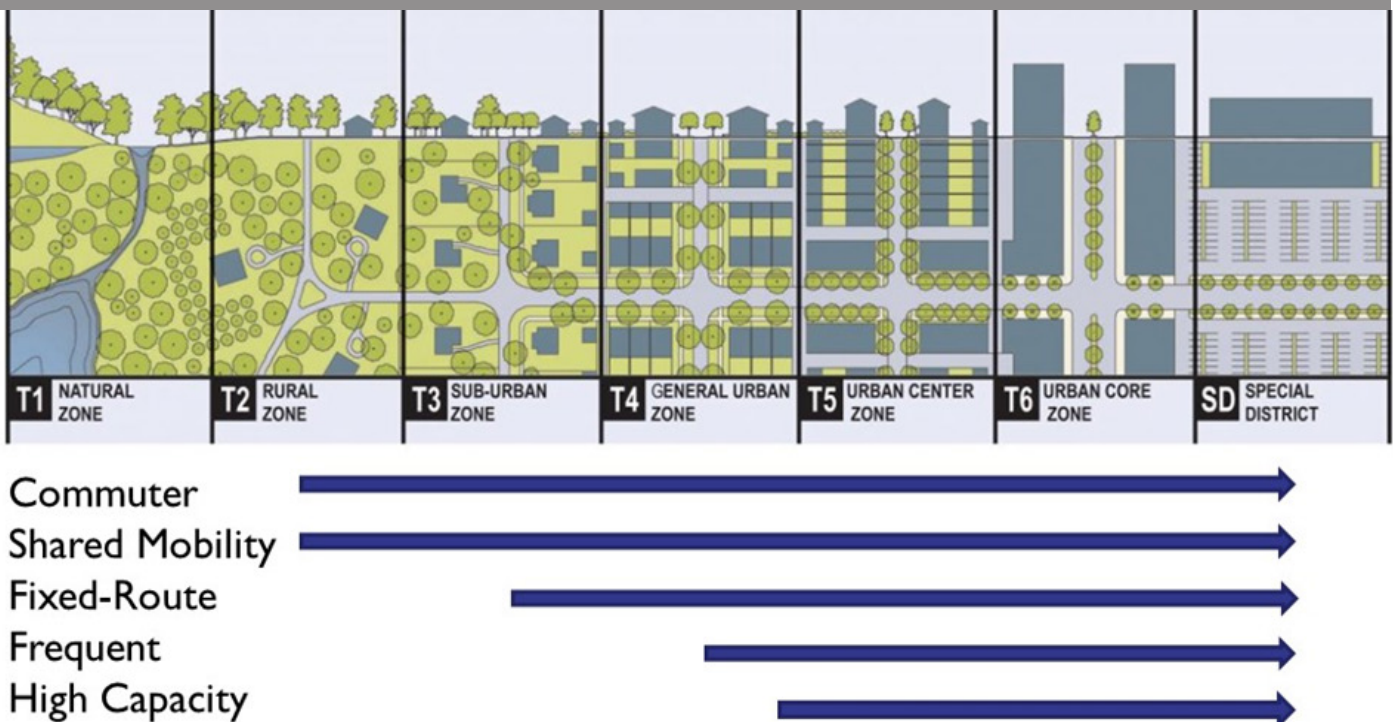
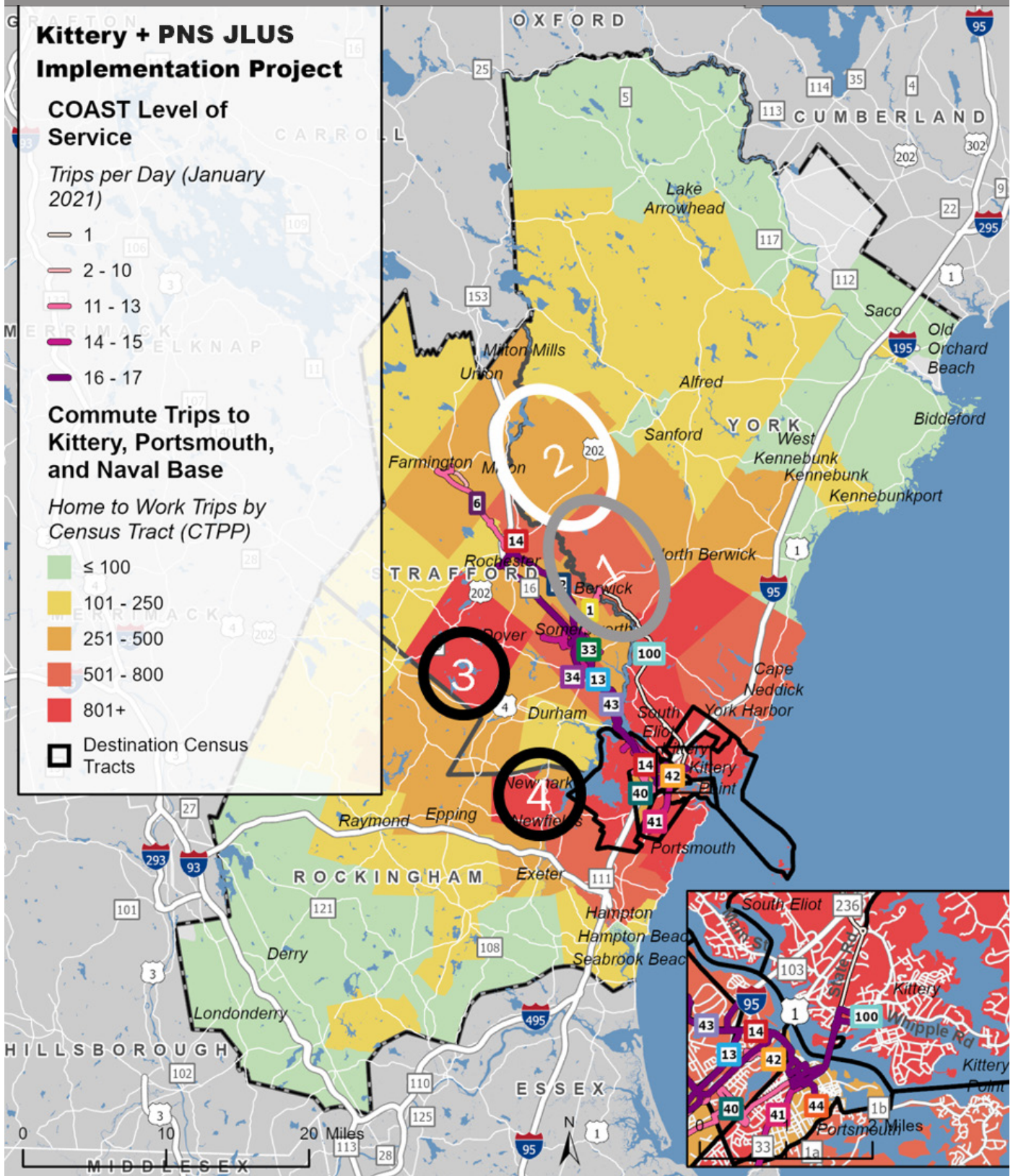




Fig.3 - Areas in Need of Transit Service



Reference: <https://www.cnu.org/publicsquare/2017/04/13/great-idea-rural-urban-transect>



## MICROTRANSIT POTENTIAL

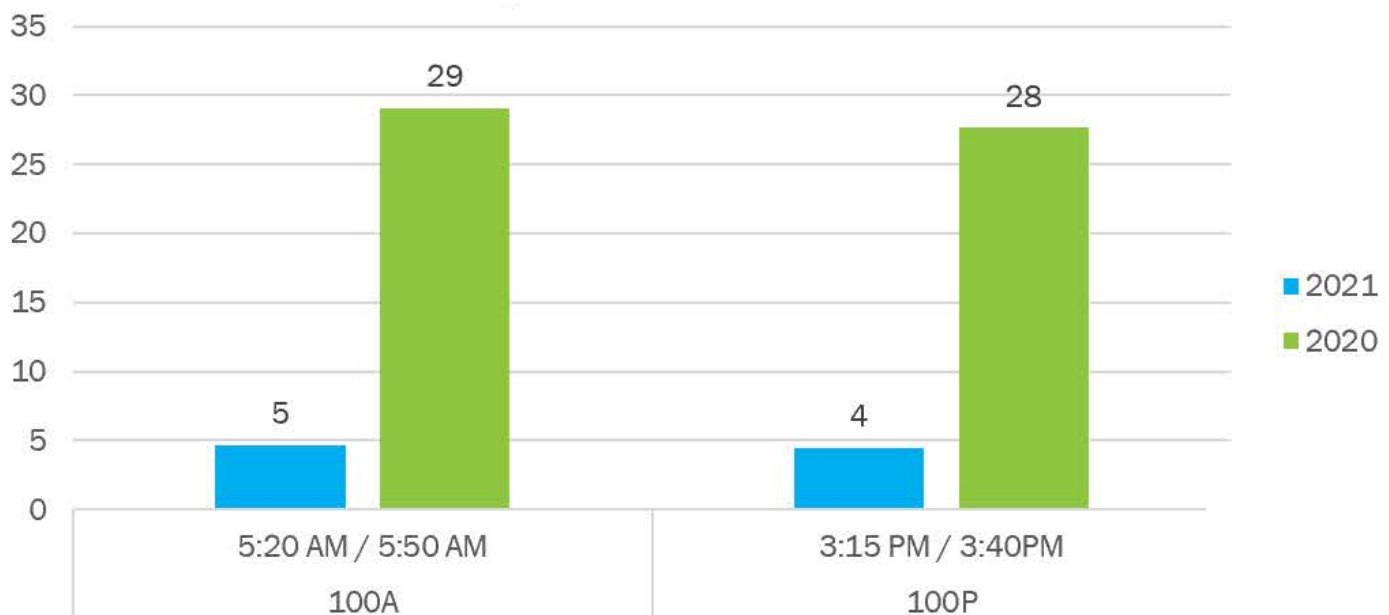
Microtransit is an app-based approach to on-demand transit service. Microtransit offers more coverage than fixed-route service, and is particularly effective in lower-density and automobile-oriented environments like York County (see Figure 4). Prospective riders can book microtransit trips directly through a smartphone app, and track microtransit vehicles in real time through the same app. Call-in booking options are available as well, for users without smartphones.

The technology and user-interface used in microtransit is similar to services like Uber and Lyft. However, unlike Uber and Lyft, microtransit service relies on a set fleet of vehicles with a consistent pool of drivers and is governed by a public entity. These small but significant differences allow communities that have implemented microtransit services to brand the service and to set their own standards for driver vetting and training.

Microtransit has a number of use cases, ranging from local coverage in areas that lack the density to support fixed-route service, to regional connections where the market for fixed-route service (including commuter service) is untested. In York County, microtransit service can increase service coverage and reduce wait times in communities like Springvale and Sanford, which are currently served by infrequent fixed-route service. In addition, by serving PNS on-demand, microtransit can be used to gauge demand for commuter service to PNS.

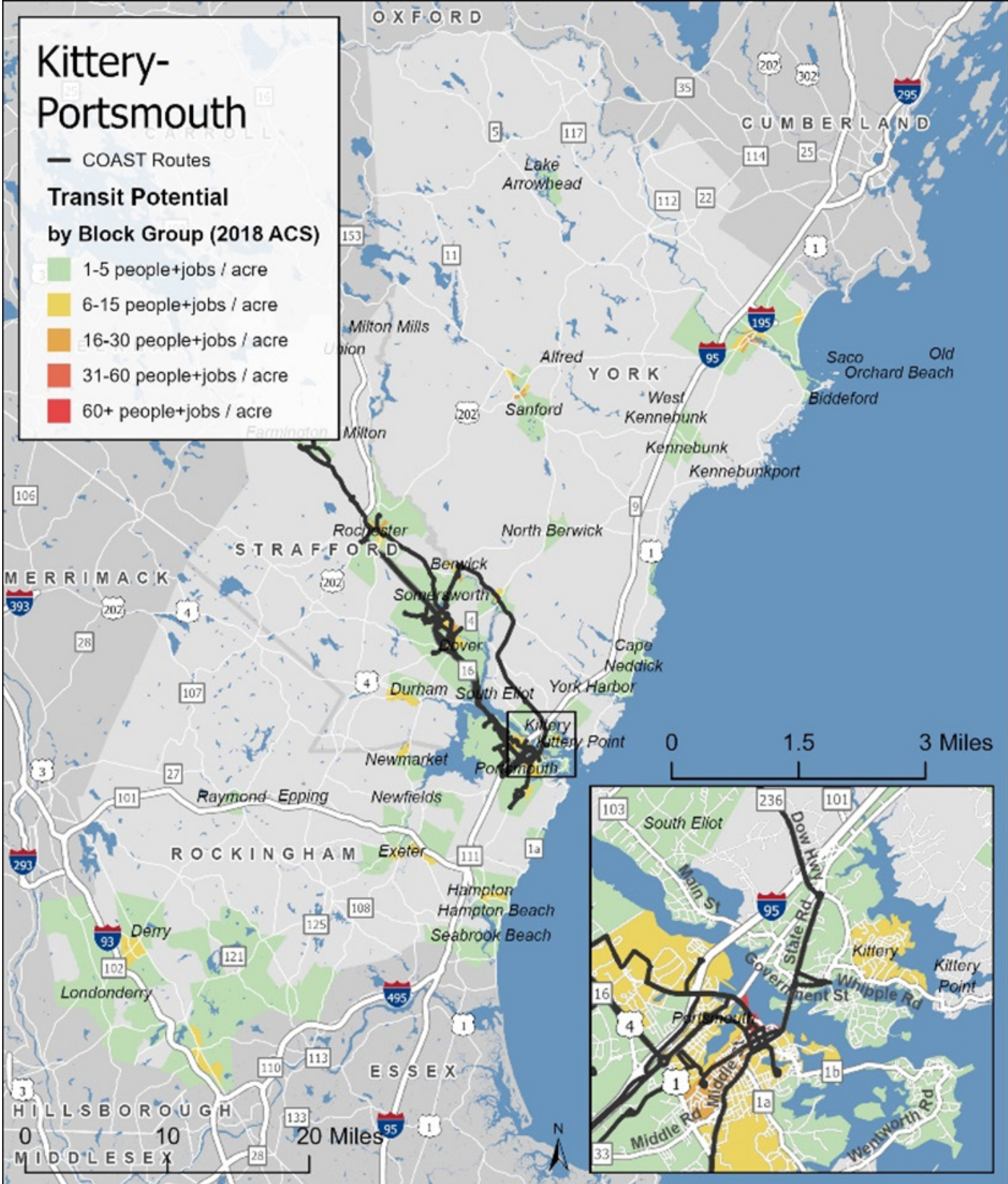
Where strong demand is identified, microtransit service can eventually be replaced with local fixed-route and/or commuter service. However, if no trips to the shipyard are requested, the microtransit service model allows for vehicles to remain productive by simply serving other trip requests. By comparison, a fixed-route service that attracts no riders, must still complete its unproductive route.

**Fig.3 - Average COAST Weekday Ridership by Trip**



Source: COAST

**Fig.4 - Regional Population and Employment Density**



Source: Foursquare ITP

## MICROTRANSIT SERVICE SCENARIOS

To provide a compelling service that attracts a diversity of riders and trip types, microtransit service must offer reasonable pick-up times (i.e., the time between a trip request and a trip pick-up) and trip times (the amount of time spent on the vehicle). These metrics are a function of two things: service area and vehicles in service. The larger the service area, the more vehicles are required to ensure a given pick-up time.

Table 1 highlights the ridership, fleet, and operating cost implications associated with increasing the size of a potential microtransit zone in York County. Each scenario allows for travel to PNS, even if it is not contiguous to the rest of the microtransit service zone. Four of the five scenarios also serve major regional employers Pratt & Whitney and Hussey Seating in North Berwick.

All of the scenarios assume that the vehicle fleet will be owned and operated by York County Community Action Corporation (YCCAC) and equipped with technology allowing for microtransit operations (tablet device with cellular connection and appropriate software). Figure 5 through Figure 9 illustrate the zones described in Table 1.

## VANPOOL SUPPORT

In addition to considering opportunities for microtransit to enhance connections to PNS, opportunities also exist to enhance support

for vanpooling and the existing private vanpool operators. While vanpool participation has declined in recent years due to the COVID-19 pandemic and other factors, vanpools remain an important transportation option for many PNS workers. This study identified two methods to increase support for vanpool formation and the long-term financial sustainability of vanpools.

The first method is to explore the potential for a public-private vanpool program. Public-private vanpool programs, such as Northern Virginia's Vanpool Alliance and Los Angeles Metro's MetroVan, provide financial support to private operators in exchange for data that can be reported to National Transit Database (NTD), and thus generate additional federal transit formula funding. Northern Virginia's Vanpool Alliance is a fully self-funded program and generates additional federal transit funding more than the cost of operating the program.

The second method to explore is the creation of a Van Start / Van Save program. This type of program provides short-term financial support to vanpools that are just starting and working to fill seats, or those that lose riders and need financial assistance to ensure that they can continue operations while working to fill empty seats. Van Start / Van Save programs are effective in helping vanpools that may not comply with TIP requirements maintain their vanpool and thus keep vans in the vanpool market.

Further study is needed to determine if one, or both, of these options are feasible and/or desirable for implementation in the region.

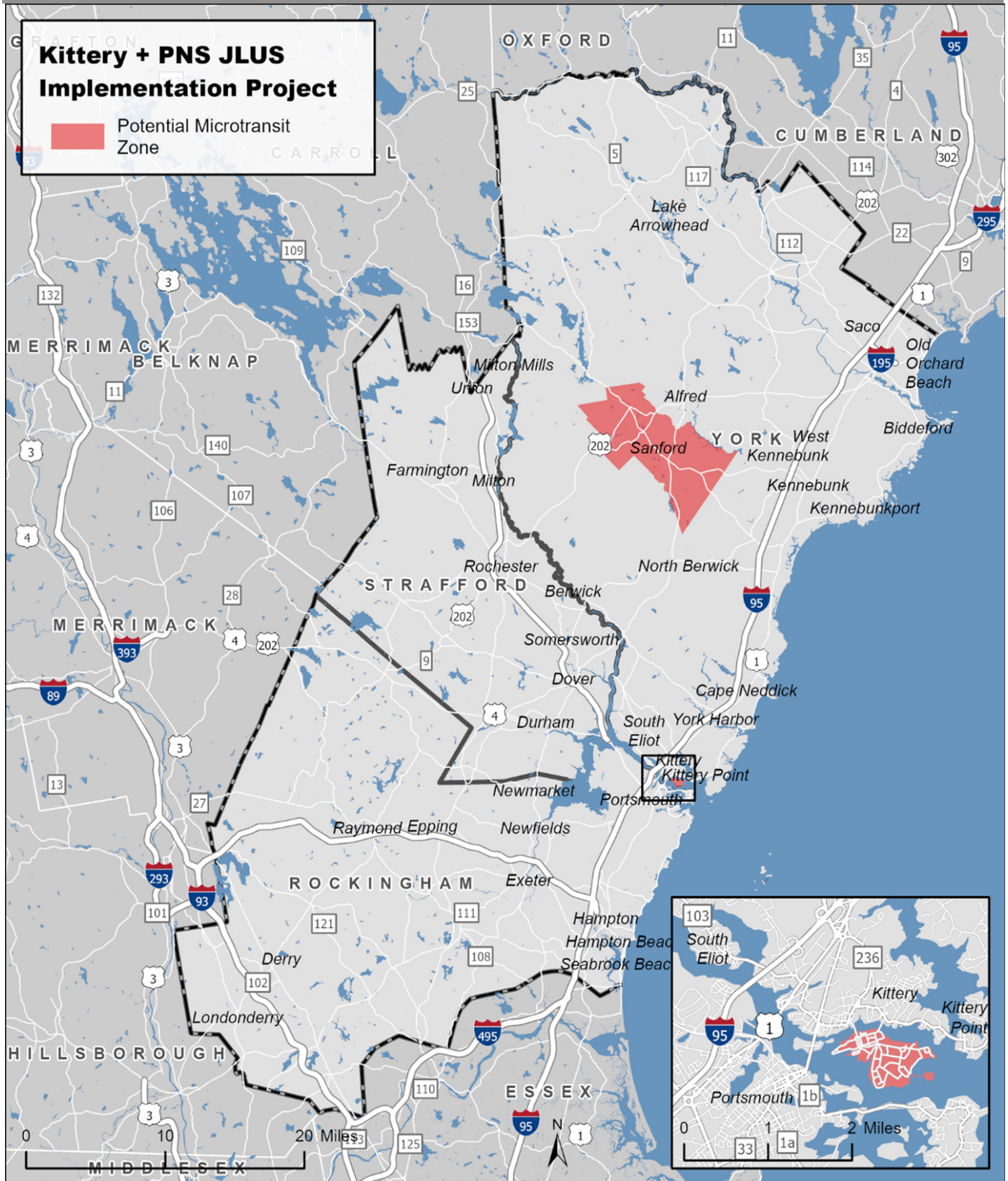
**Table 1 - Microtransit Service Scenarios**

Scenario	Area (Sq Mi)	Population	Pop Density	Jobs	Job Density	Estimated Daily Ridership Demand	Vehicles Needed to Maintain 30 Minute Median Wait Time	Software Installation Fee (One-Time)	Annual Software Fee (\$600/Vehicle/Month)	Weekday Span of Service (Hours)	Weekday Revenue Hours	Annual Revenue Hours (Weekday-Only Service)	Cost per Revenue Hour	Annual Vehicle Operating Cost	Annual Operating Cost with Software	First Year Cost with Set-Up
Sanford/Springvale + PNS Zone	49	21,000	428.6	7,500	153.1	124	3	\$ 30,000	\$ 21,600	16	48	12,528	\$84	\$1,052,352	\$1,073,952	\$1,103,952
Sanford/Springvale/ N Berwick + PNS Zone	87	26,000	298.9	11,000	126.4	168	4	\$ 30,000	\$ 28,800	16	64	16,704	\$84	\$1,403,136	\$1,431,936	\$1,461,936
Sanford/Springvale/ N Berwick/Berwick + PNS Zone	125	33,000	264.0	12,000	96.0	227	5	\$ 30,000	\$ 36,000	16	80	20,880	\$84	\$1,753,920	\$1,789,920	\$1,819,920
Southern York County Zone	370	86,000	232.4	28,000	75.7	582	18	\$ 30,000	\$ 129,600	16	288	75,168	\$84	\$6,314,112	\$6,443,712	\$6,473,712
County-Wide Zone	1,015	200,000	197.0	63,000	62.1	1,336	40	\$ 30,000	\$ 288,000	16	640	167,040	\$84	\$14,031,360	\$14,319,360	\$14,349,360

*Note: cost estimates in this table are synthesized from multiple sources including various microtransit operations in other markets. More precise estimates will require formal price quotes from actual microtransit service providers.*

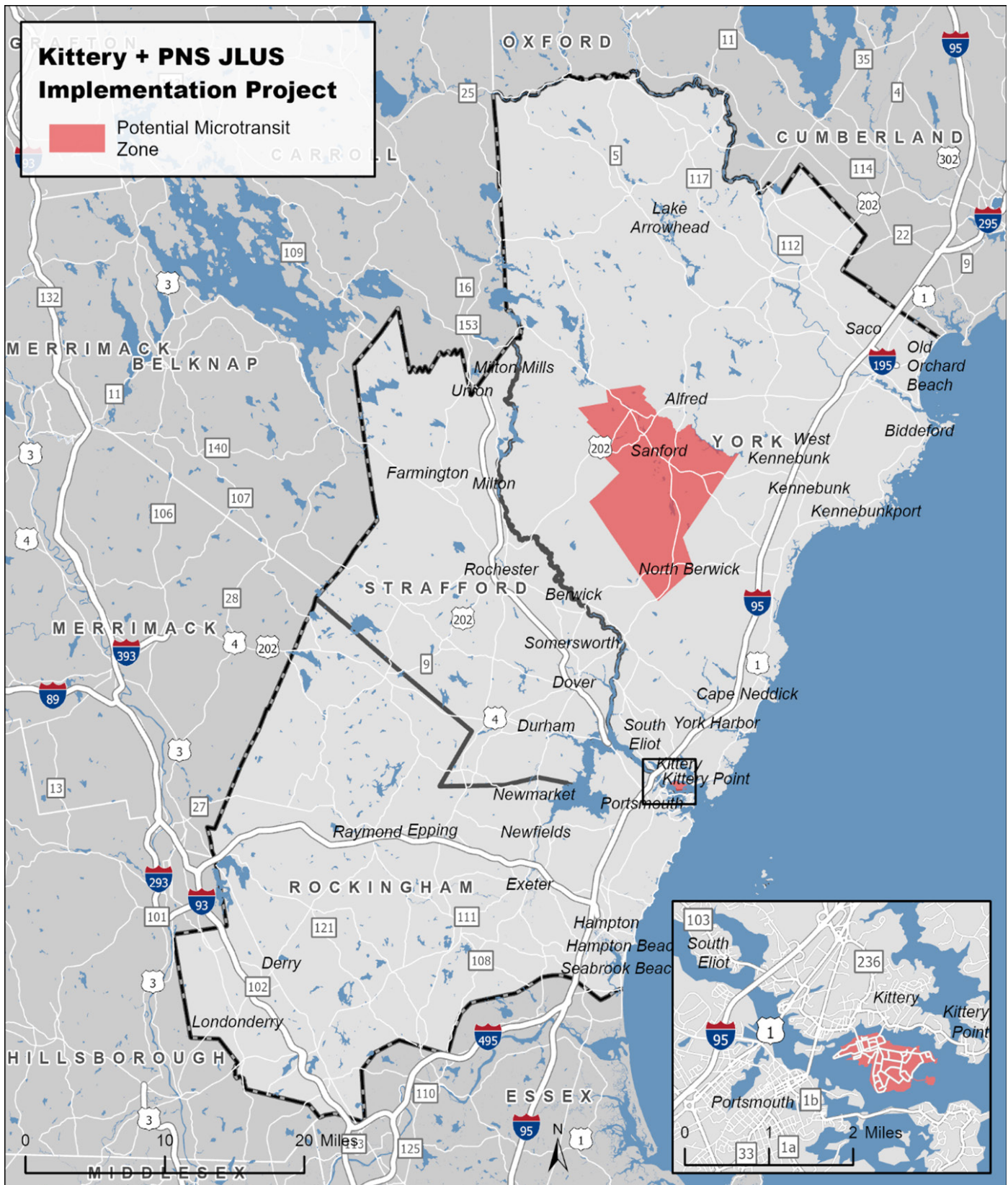


**Fig.5 - Potential Sanford/Springvale + PNS Microtransit Zone**



Source: Foursquare ITP

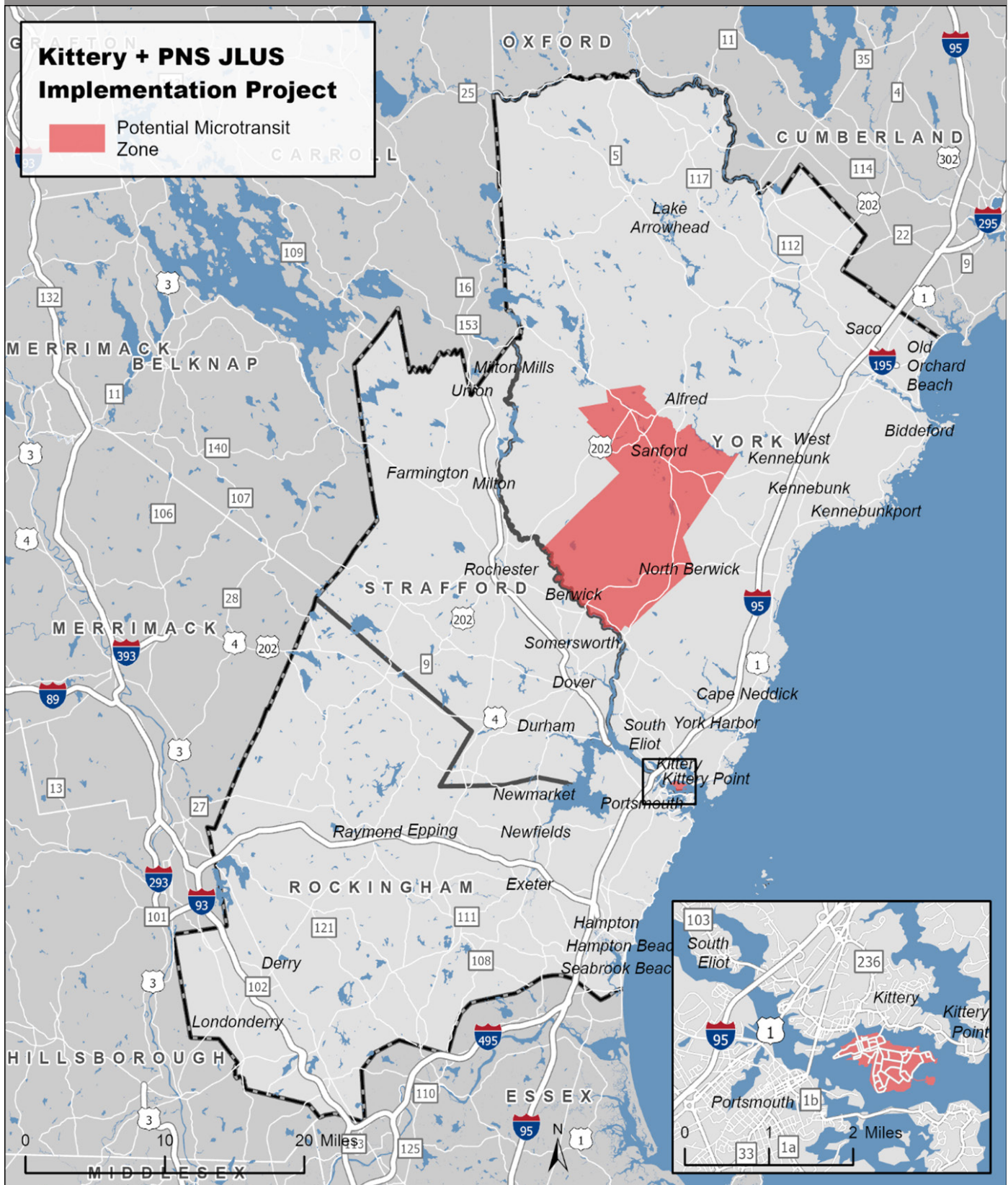
**Fig.6 – Potential Sanford/Springvale/North Berwick + PNS Microtransit**



Source: Foursquare ITP



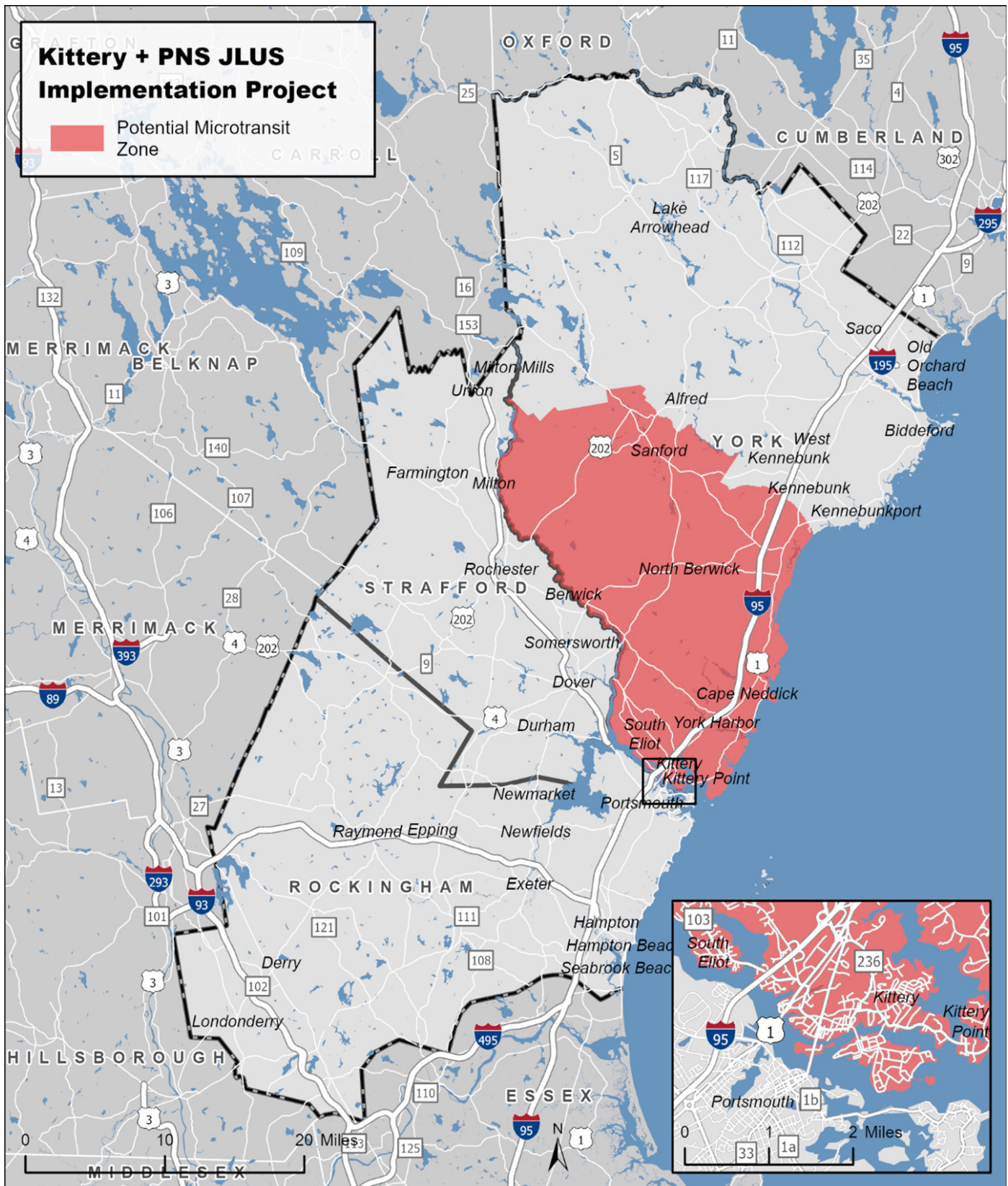
**Fig.7 - Potential Sanford/Springvale/North Berwick/Berwick + PNS Microtransit Zone**



Source: Foursquare ITP



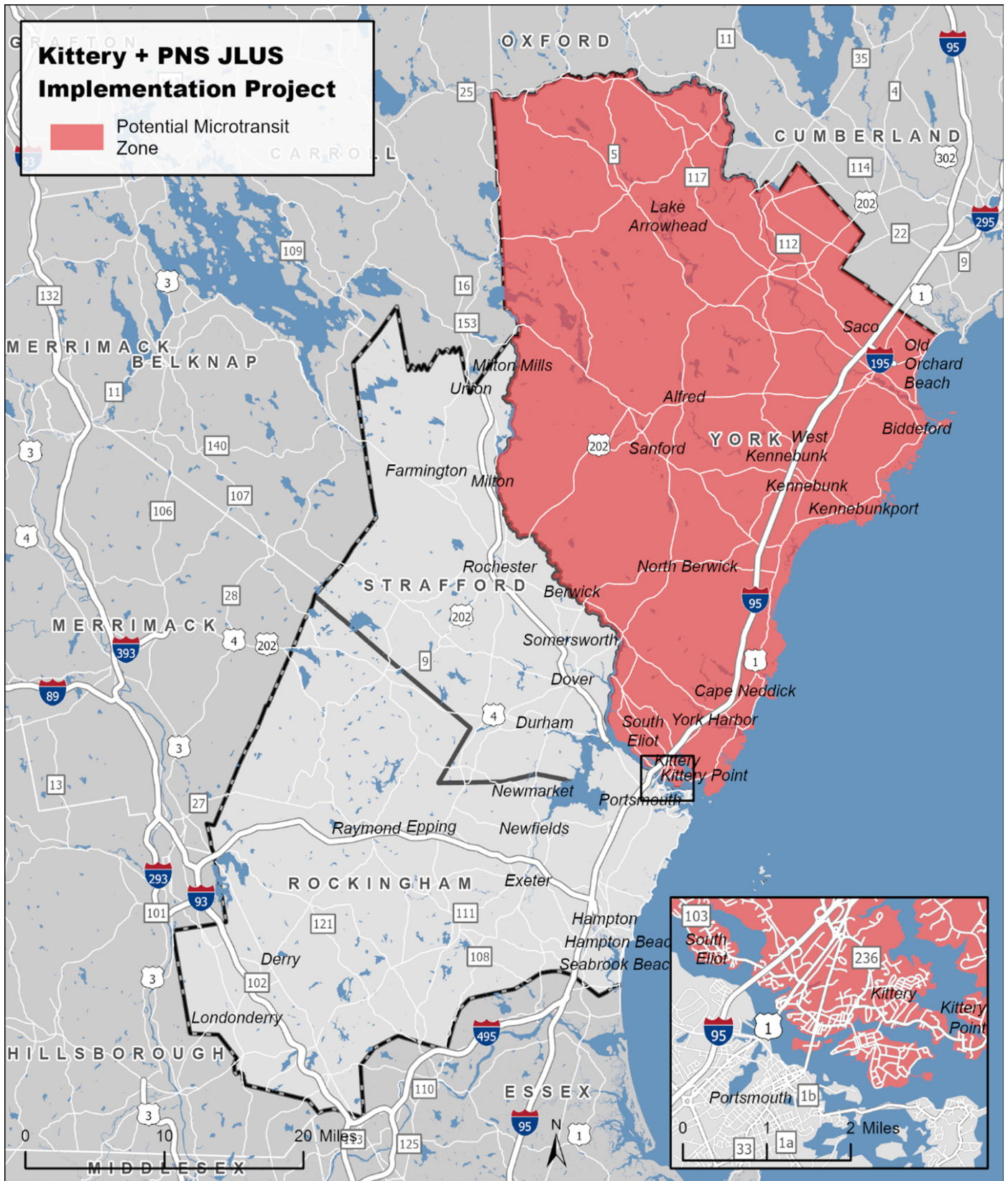
**Fig.8– Potential Southern York County Microtransit Zone**



Source: Foursquare ITP



**Fig.9 - Potential County-Wide Microtransit Zone**



Source: Foursquare ITP



## Key Transit Sub-Committee Input

- This service should target mobility for the overall region while also serving the needs of the shipyard, (Pratt and Whitney and other employers need to be engaged)
- The level of appropriate transit frequencies needs to be increased
- PNS Mass Transportation Benefit Program (previously named TIP) hosts 65 buses and vanpools with 700+ employees, but is possibly at its saturation point)
- PNS reasonable community cost for reimbursement (vanpools) is based on a worker's estimated needed mileage (only 1 of drivers is not a shipyard worker). There is generally positive perception of program. Some vanpools drop off/pick up at specific buildings or have a congregation point.
- GoMaine works with Enterprise to train and set up routes for carpools (not likely any going to PNS, now). People can record trips, collect points, and be eligible for emergency rides home. PNS hasn't registered their vans through the program as an easier resource to keep vans full.
- The Maine Department of Transportation (MaineDOT) doesn't operate vanpools. Additional direct service to PNS is not likely as it needs to include other riders.
- COAST services are prioritizing integration but PNS riders are a significant minority of ridership, currently. COAST aims to help Kittery's goals with the tools they have, provide mobility options that are versatile to wherever you're getting in the region, not just PNS. Systemwide changes have had generally positive user reception.
- COAST's goal of sustainability requires other services that align with theirs
- Rte 100 drops off at Gate 1 but growth of vanpools has reduced ridership. Comments have been received about quality of vehicles not being as comfortable. Previous on-yard buses going into Gate 2 had badges for drivers, with 2 drop-offs at building 86 and Isaac hull. Sometimes guards would come on board to check passes. COAST's spare ratio increased (part of why COAST stopped going on-yard, also reason surveillance being a big deal for their insurance) because they had to keep vehicles that don't have cameras. Departing through gate 1. PNS had capacity concerns at that previous pick up point.
- Currently no on-yard circulators (fixed transit with circular route). Old snow bus used to take people from outer parking lots (to alleviate slips and falls), but stopped for COVID.



## Key Implementation Committee Input

- Other employers need to be part of the discussion/solution
- Local match funding is a barrier to financial sustainability
- Some existing services compete with each other
- Some park and ride locations are being investigated to support additional services
- Changes to COAST services are trying to better accommodate worker needs
- Inside-gate delays contribute to journey time
- Strong regional need for more north/south routes
- Potential to align various existing services
- More fixed routes are not likely to entirely replace the need for vanpools
- Vanpools offer commuters other benefits besides shortened trips, alone
- Social distancing has impacts on vanpool ridership now and may have impact on transit ridership for the immediate future



## DEFINITION OF PROJECT SUCCESS

Improved and sustainable mobility for the region (primary) and PNS (secondary), and engaging new stakeholders (large employers) to support it

## Recommendations and Next Steps

To aid in the implementation of a microtransit pilot, potential funding opportunities were identified. It should be noted that the exact amount of additional funding needed is subject to the ultimate service design, and the level to which microtransit services are piloted or implemented in addition to, or in replacement of, existing services. The three primary sources of potential implementation funding identified include:

### **1. Workforce Transportation Pilot (American Rescue Plan Act/ Maine Jobs & Recovery Plan)**

The American Rescue Plan Act (ARPA) funding for Maine includes a Workforce Transportation Pilot, funded at \$5 million. This funding, which will be made available as competitive grants from MaineDOT, will support local, regional, or state workforce transportation pilot projects. Its goal is to connect workers and employers, thus creating community and economic benefits. Funding will be available for vehicles (small buses and vans) as well as program start-up costs.

### **2. Congestion Mitigation and Air Quality (CMAQ)**

MaineDOT has federal Congestion Mitigation and Air Quality (CMAQ) funding that is unobligated. The purpose of the CMAQ program is to support activities that reduce traffic congestion and improve air quality. Among the eligible activities for CMAQ are transit improvements, travel demand management programming, and carpooling and vanpooling. CMAQ can provide three years of funding for eligible activities, with funding received in year 3 being able to be used across three years (years 3, 4, and 5). Using CMAQ does require a 20 percent local match for most eligible activities, with the exception of carpooling and vanpooling projects which do not require a local match.

### **3. Public Transportation Innovation (5312)**

Section 5312 is a federal discretionary grant fund, typically distributed via small grant programs with a specific purpose. The grant selection process for 5312 is typically very competitive, and the overall funding level is relatively small in the context of federal transportation funding (\$33 million in Fiscal Year 2021). There is one currently available Section 5312 grant funding opportunity, Enhancing Mobility Innovation, for which the Federal Transit Administration released a notice of Notice of Funding Opportunity (NOFO) to solicit project proposals on November 12, 2021. There is \$2 million in Fiscal Year 2021 funds available via this grant. Grant proposals are due on January 11, 2021. Enhancing Mobility Innovation will support two types of projects; \$1 million in funding is available for projects that “improve mobility and enhance the rider experience with a focus on innovative service delivery models, creative financing, novel partnerships, and integrated payment solutions” and \$1 million in funding is available for projects that “support the development of software solutions that facilitate integrated demand-response public transportation services that dispatch public transportation fleet vehicles through riders mobile devices or other means.” A local match of 20 percent is required, although applicants may apply for a lower federal contribution (and thus higher local match). More information on this NOFO is available on the Federal Transit Administration website at: <https://www.transit.dot.gov/research-innovation/enhancing-mobility-innovation-fy-2021-notice-funding-opportunity>.

# III. MULTIMODAL HUB FEASIBILITY

## Background

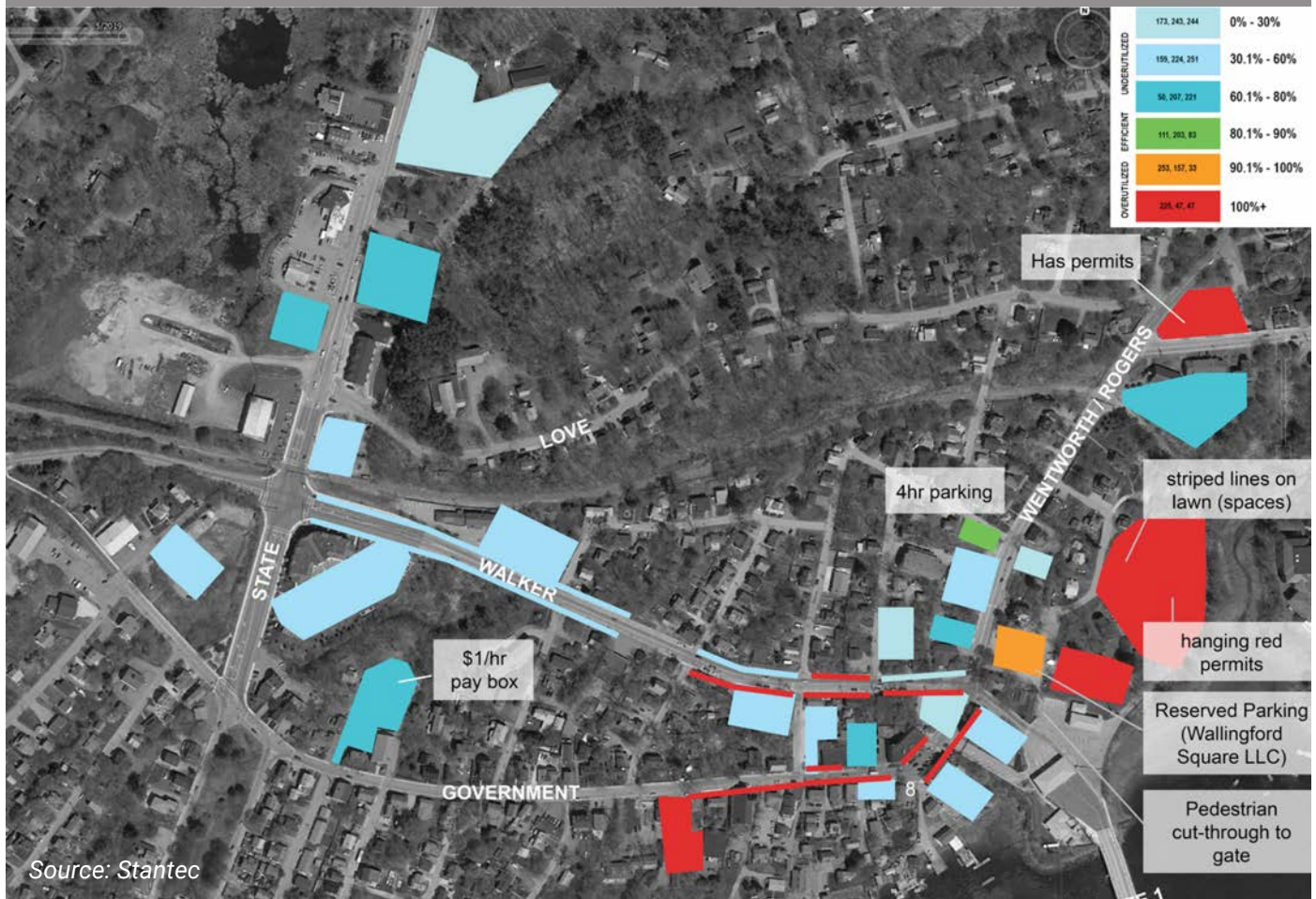
PNS has been an essential economic anchor for the Town of Kittery and the region for over 200 years. On a daily basis, thousands of workers from approximately sixty municipalities funnel into and through the heart of Kittery's downtown/ Foreside neighborhood to access PNS through only two access gates. Data collected through the JLUS revealed a convergence of transportation challenges, most of which stem from parking access/availability and other conditions which discourage workers from utilizing alternative travel modes for their commutes.

While the Shipyard hosts roughly 5,000 parking spaces on the island, it can't entirely meet the daily demand and many workers are forced to hunt for parking off-site in residential areas of Kittery or in prime parking spots that support downtown businesses. For those that do try to park on the island, there is a battle of patience while waiting in vehicle queues to get past the gates and, once inside, additional minutes are tacked onto the overall journey to drive through on-island queues and navigate to an available space. Essentially, parking costs time, but many workers are unable to choose another travel option besides driving alone.

### KEY TRANSPORTATION ISSUES IDENTIFIED DURING THE JLUS

- On-site parking available is at capacity but PNS continues to grow
- Traffic congestion caused near PNS can be intense during peak periods
- Regional housing costs make it difficult for workers to move within distance supported by other modes
- The "last-mile" infrastructure to PNS access points has challenges for people who walk and bike
- The Mass Transportation Benefit Program benefits some workers but some conditions mean it is unable to be utilized by many others
- There is little flexibility in procedures at the Gate to be able to expedite the access of vehicles with multiple riders (e.g. carpools, transit vehicles)
- Road widths cause limitations in whether a priority bus lane could potentially be accommodated

**Fig.10- Utilization of Parking Spaces in Kittery Foreside (2019)**



## UNDERSTANDING PNS COMMUTE AND BRIDGING THE GAP TO ALTERNATIVE MODES

For a range of reasons investigated as part of the JLUS, the majority of PNS workers drive alone to/from the Shipyard for their commutes. Survey responses collected both during the JLUS and the Implementation Plan have identified a commuting time of up to 90-minutes one-way for some workers. Anecdotal evidence and data captured during the JLUS also identified that a significant portion of most worker's total daily commute time was occupied by waiting in vehicle queues directly outside of the gates in order to be processed, or also inside the gate where congestion backs up due to workers hunting for a parking space. This same congestion is experienced in the outbound journey as vehicles queue to exit the gates. Additional minutes are added to journey's depending on the

distance from the parking lot to the worker's actual work building on island. On average, PNS workers identified an estimated 13-14 minutes being added to both their inbound and outbound journeys as a result of these factors. However, this time can vary significantly day to day and leads to unpredictability in trip-planning.

In spite of these delays in the "last mile", and the known fact that the Shipyard cannot host enough parking spaces to meet demand, data from the JLUS (Figure 10) shows that a number of parking facilities within an approximate 12-minute walking distance of PNS are underutilized. Identifying a site that could host a park and ride or multimodal hub facility with enough spaces to reduce congestion impacts of vehicles funneling into the Shipyard (~500 spaces, or 10%) was identified as a priority solution. With dedicated and frequent shuttle service between the facility and PNS, and additional incorporated uses and amenities, the hub could support other modes for a portion of commutes.



## BENEFITS OF PURSUING A MULTIMODAL HUB

In addition to “expanding” the Shipyard’s parking inventory, the multimodal hub concept can potentially kickstart actions to solve a variety of challenges in the town of Kittery:

### TRAFFIC

Although traffic congestion in the downtown Kittery area occurs during peak periods in relation to PNS shifts and typically lasts for a relatively short period of time, bypassing up to 500 vehicles into a park and ride outside of the downtown area can relieve some pressure.

### PARKING

Designated off-site parking for Shipyard workers would mean there is less need for finding a parking space in downtown or residential areas if island parking capacity is at its limit.

### HOUSING

High housing costs and the lack of diversity of housing types in Kittery and the region have long been a challenge that have resulted in PNS workers needing to move farther away from the Shipyard and commute. While the Town takes proactive measures to address the issues through policy, zoning, and other tactics, the multimodal hub provides an opportunity to begin shifting the approach and

establishing workforce units near downtown where opportunities for new development are limited.

### ECONOMY

The Town is heavily reliant on the Shipyard’s economic contribution but hosts a strong and engaged small business community. The multimodal hub could accommodate a range of mixed uses to support both PNS and Kittery communities, potentially accommodate new kinds of businesses, and activate new areas with expanded opportunities.

### DEVELOPMENT

As Kittery takes steps to pursue a forward-thinking redevelopment approach along some of its key corridors, the multimodal hub can act as a strong demonstration project of a transportation oriented development that fills some of the local needs while also serving the region’s essential needs for a park and ride nearer PNS.

## FOUR SITES CONSIDERED

Based on the identified benefits, four potential multimodal hub locations in Kittery were selected (with the Town’s input) for analysis in this plan:

- 15-23 State Road
- 2 Ranger Road
- 10 Shapleigh Road
- 283 US State Route 1



*A transit hub in South Portland, Maine (Source: The Portland Press Herald)*

# Evaluation and Analysis

## BARRIERS BY MODE FOR ACCESS NEAR PNS GATES

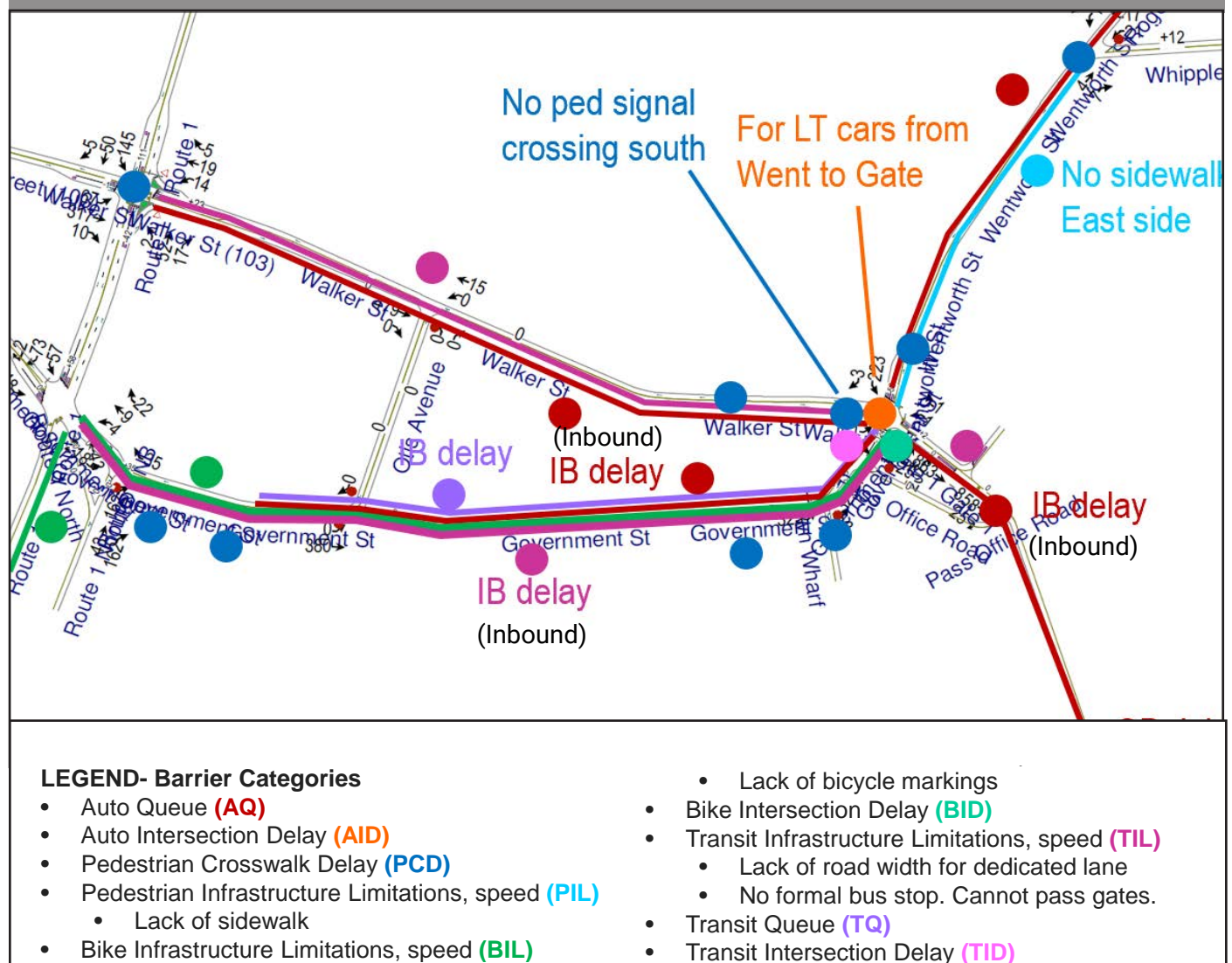
The overall goal of the multimodal hub is to reduce PNS commute times, regardless of mode. By understanding the true impact (i.e. time added) a worker might experience using specific modes in current conditions, solutions could be identified for how to target improvements that might incentivize the increased use of alternative modes (and therefore, a hub) for a portion of commutes.

The team utilized ESRI's Network Analyst Program\*

to identify potential barriers that could add delay to the "last-mile" between a hub and PNS gates. Barriers identified included a range of both infrastructure and operational limitations. Values were then applied to each barrier type so a simulated journey (calculated using the program's options of routes most likely used based on road characteristics, access points, and other factors) could more accurately represent conditions in Kittery.

\*Esri's Network Analyst Service leverages commercial street and network data from HERE and Esri's StreetMap Premium

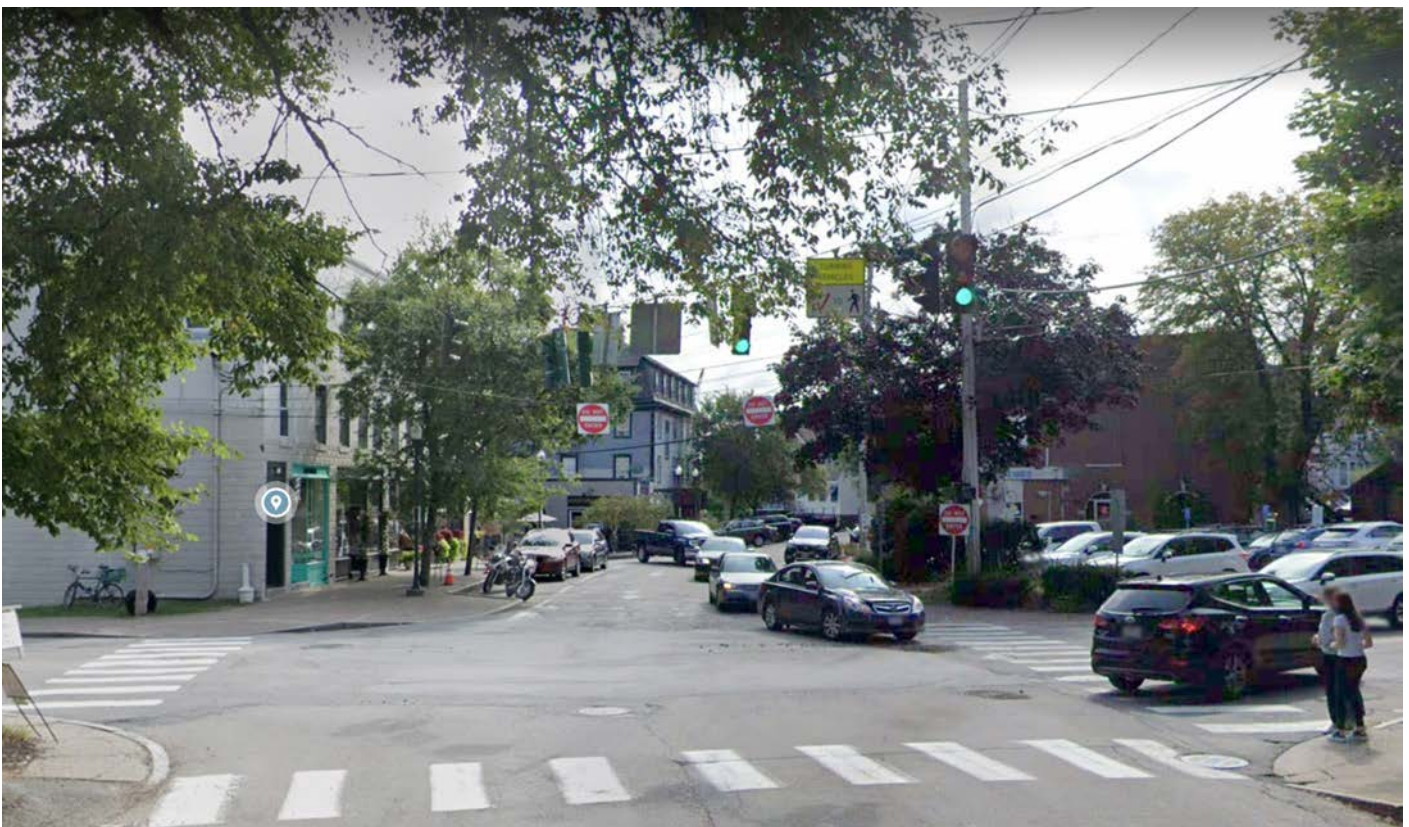
Fig.11 - Barriers by Travel Mode Adjacent to Gate 1







*Example of a pedestrian barrier (i.e. lack of sidewalk) on Whipple Road (Rte 103) near PNS Gate 2*



*Example of a vehicle barrier (i.e. no protected left-turn signal for vehicles turning into Gate 1) at the intersection of Walker Street and Wentworth Street*



The tables below display the results from the Network Analyst exercise and define how many minutes it would take to travel to each of the four preferred sites using one of four different travel modes- driving, using a shuttle with service between a hub and PNS Gate 1, biking, and walking. The tables reflect that any journey that requires more than 15 minutes of walking is not likely to be a

desirable option to incentivize enough workers to park at a location off-site from the Shipyard. Recommended improvements are also identified relevant to conditions along roads connecting to any of the potential sites. If investments are made to address modal barriers, journey times can potentially be further reduced and alternative modes may become more desirable as travel options.

**Table 2 - Total Inbound AM Travel Time to Potential Hub Sites  
(Existing Conditions)**

SITE LOCATION	VEHICLE	SHUTTLE	BIKING	WALKING	IMPROVEMENTS NEEDED TO MAKE A SHUTTLE WORK AND REDUCE THE TIMES FOR OTHER MODES...
#1. 2 Ranger Rd.	30	15	11	<del>34</del> Not feasible	<ul style="list-style-type: none"> <li>Bus-only lane required on Walker or Government</li> <li>Bus needs to bypass the gate queue using the reverse lane during peak hours</li> <li>Bike lane and signage on Walker, Bridge St, and Bypass</li> <li>Adaptive traffic signal at Gorges/Rte 1 intersection</li> </ul>
#2. 15-23 State Rd.	27	12	5	12	<ul style="list-style-type: none"> <li>Bus-only lane required on Walker or Government</li> <li>Bus needs to bypass the gate queue</li> <li>Pedestrian signals at Walker/Wentworth intersection</li> <li>On-road bicycle markings and signage</li> <li>Bike/pedestrian signal priority at Walker/State intersection</li> </ul>
#3. 10 Shapleigh Rd. (to Gate 2)	27	12	4	9	<ul style="list-style-type: none"> <li>Sidewalks needed on south side of Wentworth</li> <li>Pedestrian signals at Walker/Wentworth intersection</li> <li>On-road bicycle markings and signage</li> <li>Potential blinking signal at entrance</li> </ul>
#4. 283 US Route 1	32	19	15	<del>42</del> Not feasible	<ul style="list-style-type: none"> <li>Bike lane and signage on Walker</li> <li>Bike lane on Rte 1</li> </ul>

**Table 3 - Total Outbound PM Travel Time to Potential Hub Sites  
(Existing Conditions)**

SITE LOCATION	VEHICLE	SHUTTLE	BIKING	WALKING	IMPROVEMENTS NEEDED TO MAKE A SHUTTLE WORK AND REDUCE THE TIMES FOR OTHER MODES...
#1. 2 Ranger Rd.	32	18	11	<del>34</del> Not feasible	<ul style="list-style-type: none"> <li>Bus-only lane required on Walker or Government</li> <li>Bus needs to bypass the gate queue using the reverse lane during peak hours</li> <li>Bike lane and signage on Walker, Bridge St, and Bypass</li> <li>Adaptive traffic signal at Gorges/Rte 1 intersection</li> </ul>
#2. 15-23 State Rd.	28	16	6	13	<ul style="list-style-type: none"> <li>Bus-only lane required on Walker or Government</li> <li>Bus needs to bypass the gate queue</li> <li>Pedestrian signals at Walker/Wentworth intersection</li> <li>On-road bicycle markings and signage</li> <li>Bike/pedestrian signal priority at Walker/State intersection</li> </ul>
#3. 10 Shapleigh Rd.	27	12	7	10	<ul style="list-style-type: none"> <li>Sidewalks needed on south side of Wentworth</li> <li>Pedestrian signals at Walker/Wentworth intersection</li> <li>On-road bicycle markings and signage</li> <li>Potential blinking signal at entrance</li> </ul>
#4. 283 US Route 1	33	20	15	<del>45</del> Not feasible	<ul style="list-style-type: none"> <li>Bike lane and signage on Walker</li> <li>Bike lane on Rte 1</li> </ul>

Using the data from the tables on the previous page, Figure 12 below demonstrate how the total outbound journey time between a worker’s workplace and a potential hub site (15-23 State Road, in this case) is actually broken down into multiple components and modes. Figure 13

demonstrates the overall time saved if a frequent shuttle service is introduced as an option in combination with other modes to finalize the “first-mile” portion of a commute.

Fig.12 - How Outbound Journey Time to Potential Hub Site is Spent (Existing Conditions)

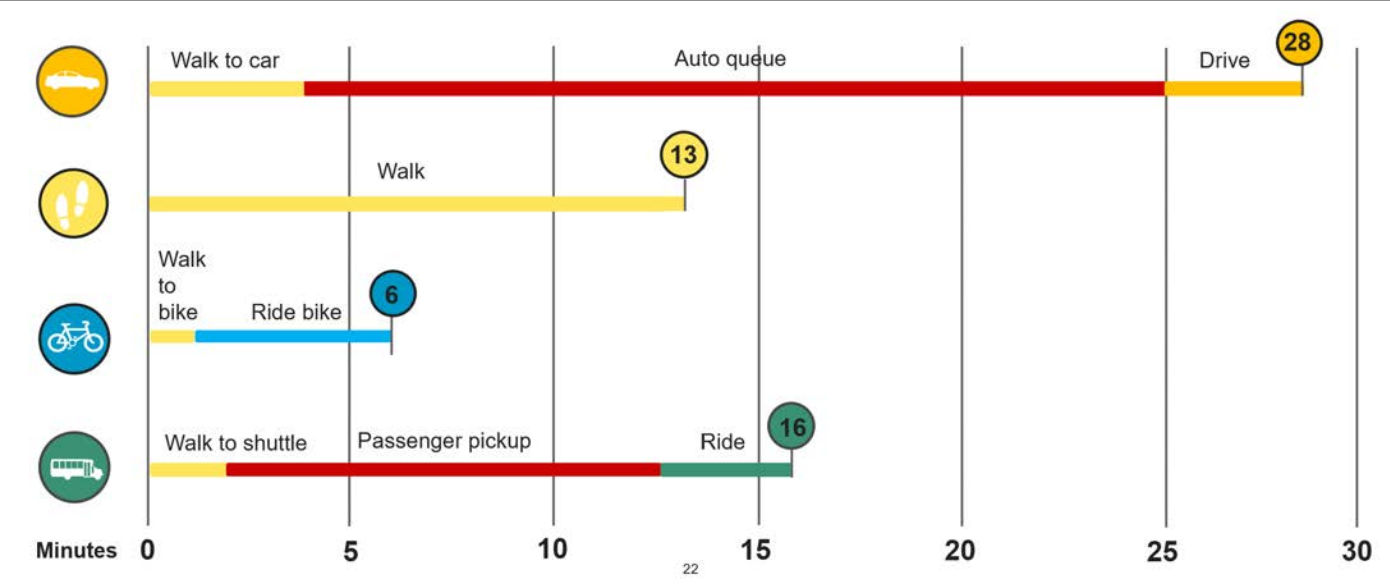
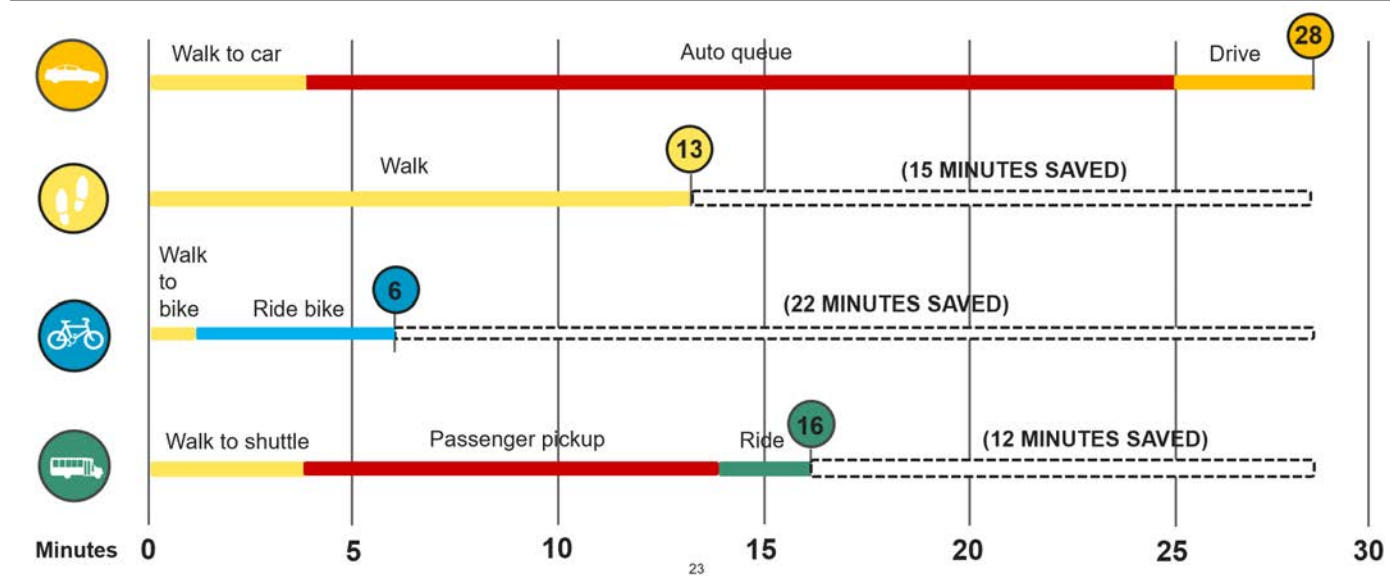


Fig.13- Time Saved by Mode When Utilizing Shuttle for Outbound Journey





## TRAVEL TIME ANALYSIS BY MODE FOR PNS COMMUTERS

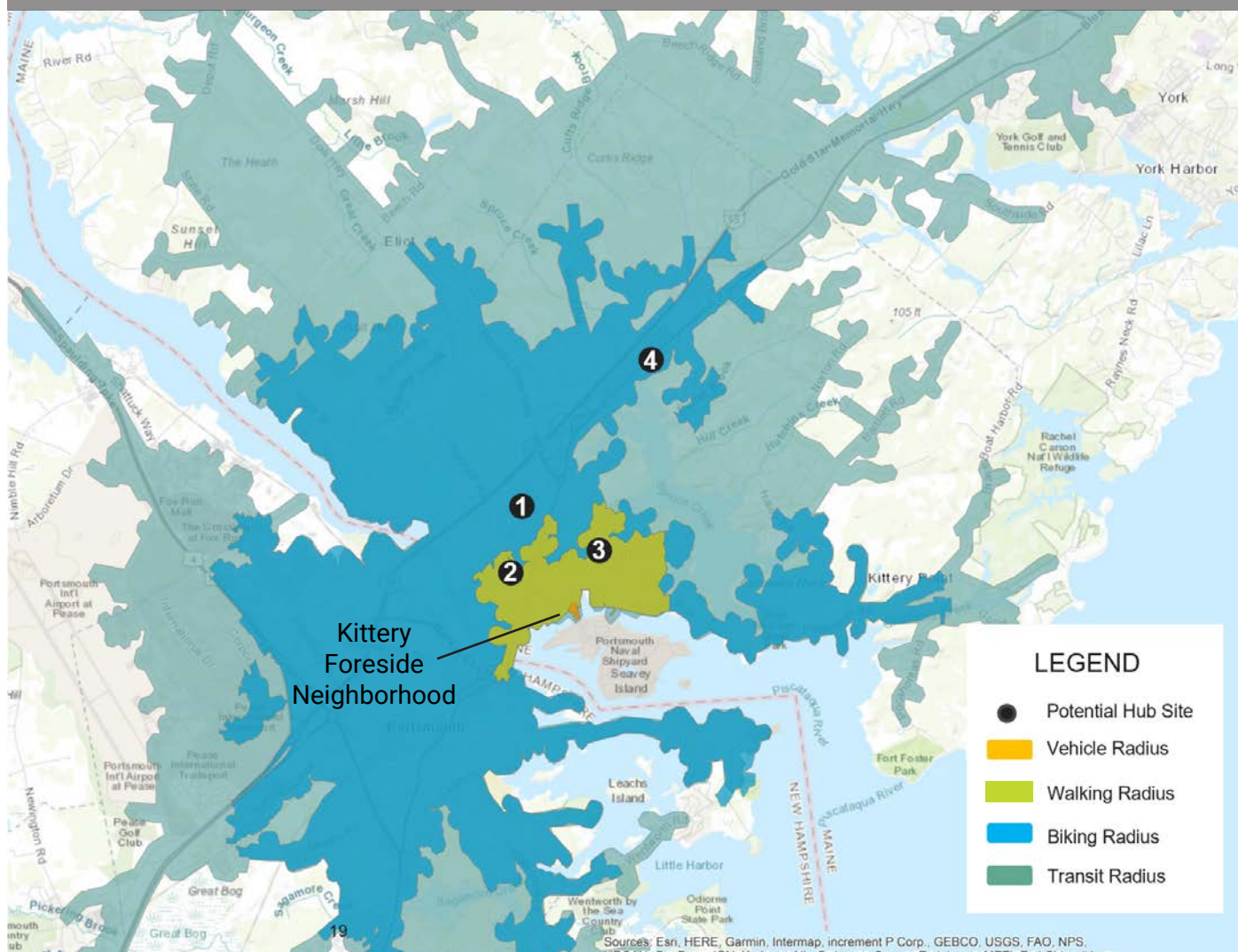
While the exercise on the previous page identified potential journey times when traveling to the 15-23 State Road site, the team wanted to understand how far each mode could realistically travel in a 25-minute period, with consideration of the identified barriers. The goal is to illustrate the clear benefit of commuting using another option than a car.

Using Network Analyst and the time values associated with the previous barriers identified, the map below demonstrates the significant benefit of using transit (particularly for workers living in

farther areas in the region) and biking (particularly for workers living in towns adjacent to Kittery).

The map shows the extent of each mode in relation to the four potential multimodal hub sites investigated for this plan to: 1) highlight the feasibility of providing a strong enough incentive to workers to utilize alternative modes instead of parking on-island, and 2) inform which modes (i.e. transit and biking) could benefit from particular attention for prioritizing both infrastructure improvements and tailored incentives (including through the Mass Transportation Benefit Program, for example). As the map clearly illustrates, driving a car results in significant limitations of movement during a period of 25 minutes. This has largely been identified as a result of queues at PNS Gates.

**Fig.14 - Distance Traveled by Mode in 25 Minutes**



Source: Stantec (Esri Network Analyst)

## PNS WORKER INTEREST IN A MULTIMODAL HUB

A survey of PNS workers was conducted as part of the JLUS effort in 2019 to understand preferences for how workers travel to/from the Shipyard, particular challenges relating to parking, and various factors which inform their mode choice. While the survey received significant responses, the onset of the COVID-19 pandemic warranted a revisitation of understanding how workers are traveling to the Shipyard in 2021, as well as to gauge general interest in the concept of an offsite park and ride facility that could potentially shuttle workers to the shipyard. The survey received 906 responses.

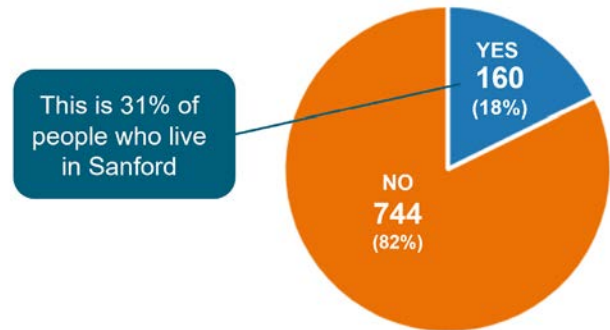
Of the PNS survey respondents, 25% identified using a mode to commute besides driving alone in a car. Although there are many factors influencing travel choices, this number is higher (even during a period where typical travel conditions haven't recovered from the pandemic) than the 21% of people in Maine (overall) and 15% of people in Rockingham County (between 2013-2017) who used alternative modes during years with typical conditions.

A number of survey respondents (87%) said they do not participate in the Shipyard's (previously named) Transportation Incentives Program (although some may use alternative modes while not benefitting from participation). Previous discussions have identified concerns about the program's limitations in supporting some alternative modes, which this may, in part, reflect. To attract new workers to utilize a park and ride facility, new incentives may be needed.

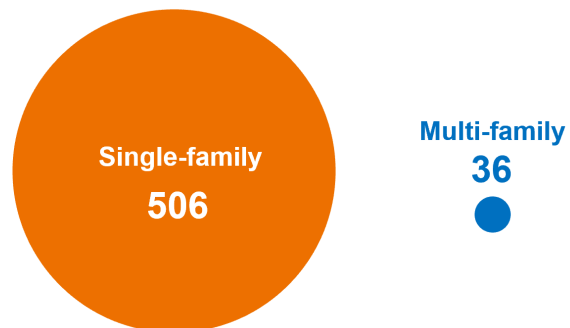
Overall, there was strong reception to the concept of a potential multimodal hub offsite as long as it shortens overall journey time and provides a frequency of service that allows for the flexibility that workers need to come and go during the work day.

Survey-takers demonstrated general interest in utilizing a variety of modes to close the "last-mile gap" between a potential multimodal hub and the Shipyard's gates, reinforcing that the ultimate site of the hub should take into consideration infrastructure that supports other means of safe and comfortable travel.

**If there were a new commuter route connecting the Shipyard with Sanford, including new park and ride lots along the route, would you consider riding it?**



**If you were to move closer to the Shipyard, what type of housing would you prefer?**

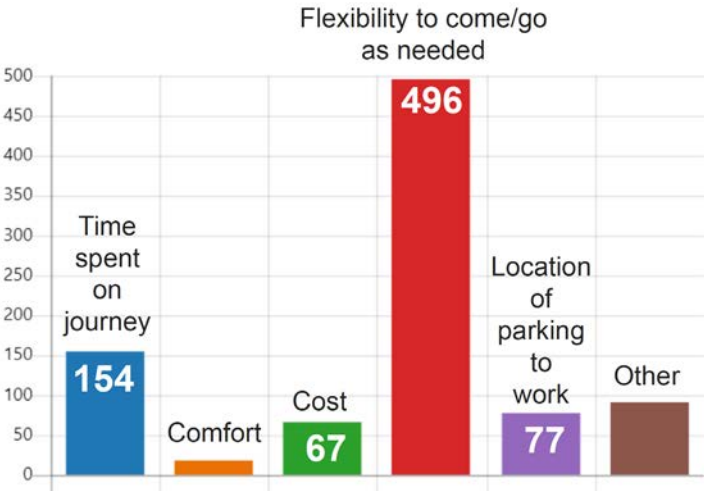


**Takeaway:**  
Incorporating mixed uses/multi-family housing at the hub is not going to be an attractive housing option to most workers



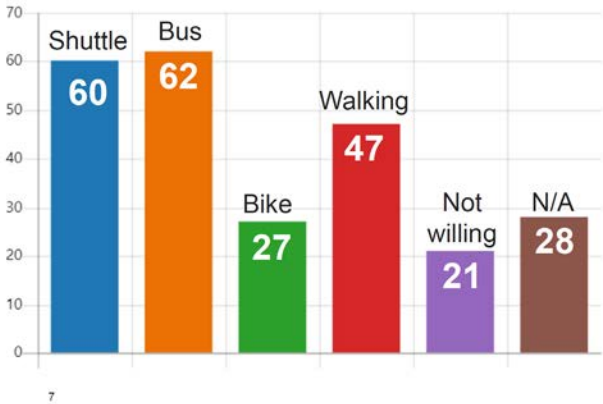
**What is the most important factor that influences which method you currently use to travel to the shipyard?**

**Takeaway:**  
Having a frequent shuttle throughout the day (not just at peak) is a recurring preference and priority for hub success



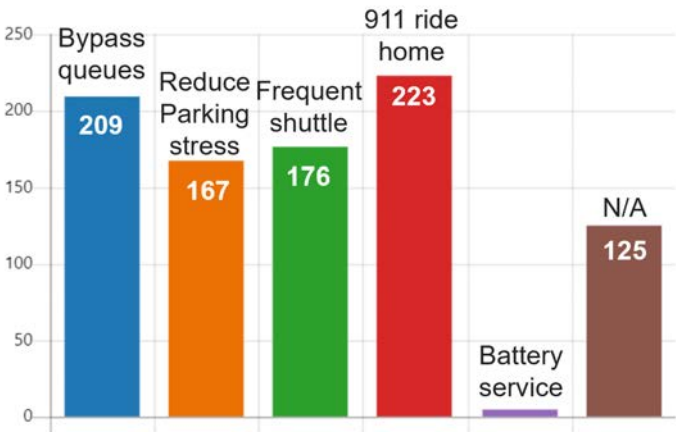
**If you were willing to park in a secure satellite lot, off-island, which of the following methods would you consider for completing your journey, assuming all can bypass on-island traffic queues?**

**Takeaway:**  
Most workers are open to the idea of parking off-island as long as it shortens the time spent and stress of auto queues.



**Which of the following benefits would potentially influence you to utilize a secure, off-island park and ride?**

**Takeaway:**  
We need a better understanding of how emergency rides home programs might work if a person is utilizing a hub



## SELECTING THE MOST APPROPRIATE SITE FOR A MULTIMODAL HUB

While the most geographically desirable areas for a multimodal hub (based on proximity to PNS) were generally identified as part of this effort, whether a site is actually feasible is dependent upon several complex factors. A multimodal hub can't be pursued without a likely investor or development partner in place, so gaining the early perspective of developers with regional expertise in mixed-use development was a priority step in understanding the right approach. The hub has great opportunity to provide positive impacts to the community, however it is still necessary to build consensus and political will.

With the help of the Town, the team reached out to a small, targeted list of local and regional developers for one-on-one discussions about the general intent of the hub, and to understand considerations from a development perspective that could have impact on the viability of a potential site. To support these discussions, the team selected four existing parcels in Kittery as case examples, some of which are in a state of transition. For each site, the team (including real estate experts within Stantec) created an information sheet highlighting details regarding land ownership, zoned uses, the potential number of parking spaces it could host, etc. (a sample excerpt from one of the site's information sheets is shown to the right. Sample conceptual site layouts included in the information sheets are shown on the following page.

Developers provided valuable insight into recommended approaches for advancing the project while a site is formally selected and discussions with landowners are held in the coming months. Suggestions were shared on how best to engage with the right "match" of developer whose expertise and goals align with the Kittery's long-term vision, as well as how to best position the multimodal hub concept in the context of funding competitiveness, policy support, and cross-sector partnerships.

Sharing the intention of the multimodal hub concept with landowners and other partners early in the process is essential to securing buy-in and building the right team to: adjust or activate policies or regulations that facilitate the desired intention

of the hub; conduct regional discussions with other communities, transit service providers, state agencies, etc.; prepare for the eventual application of funding; advertise the development opportunity; and many other steps.

As a starting point, a Request for Information (RFI) is recommended for sharing with the development community to gauge interest, while discussions are held with landowners and an agreement made for a site. This would then lead to a formal Request for Proposals (RFP).

### EXISTING SITE- GENERAL INFORMATION

**Parcel Size:** 4.5 acres

**Current Use(s):** Auto Auction; Portion Undeveloped

**Current Zoning:** Commercial 3 (C-3)

This zone intends to introduce a mix of housing, businesses and services to an area that serves as one of the gateways to Kittery and all of Maine. Existing infrastructure, proximity to residential neighborhoods, and direct access to I-95 give this zone opportunities for housing and commercial uses, as well as improved pedestrian access, to serve residents and commuters.

#### **Permitted Uses:**

- By right- Business and professional offices; Commercial parking lot or garage; Retail uses; Convenience store; Business service; Restaurant
- By special exception- Dwelling units as part of a mixed-use building

#### **Zoning Allowances:**

- Residential units permitted- 16 per acre, or 20 per acre if 25% are affordable units
- Non-residential uses must occupy at least 50% of street-facing ground floor level
- Maximum impervious surface of 70%
- Maximum height, 40'
- Maximum 15' front setback, minimum 10' side and rear setbacks

### CONCEPTUAL USE ALLOCATION (as illustrated)

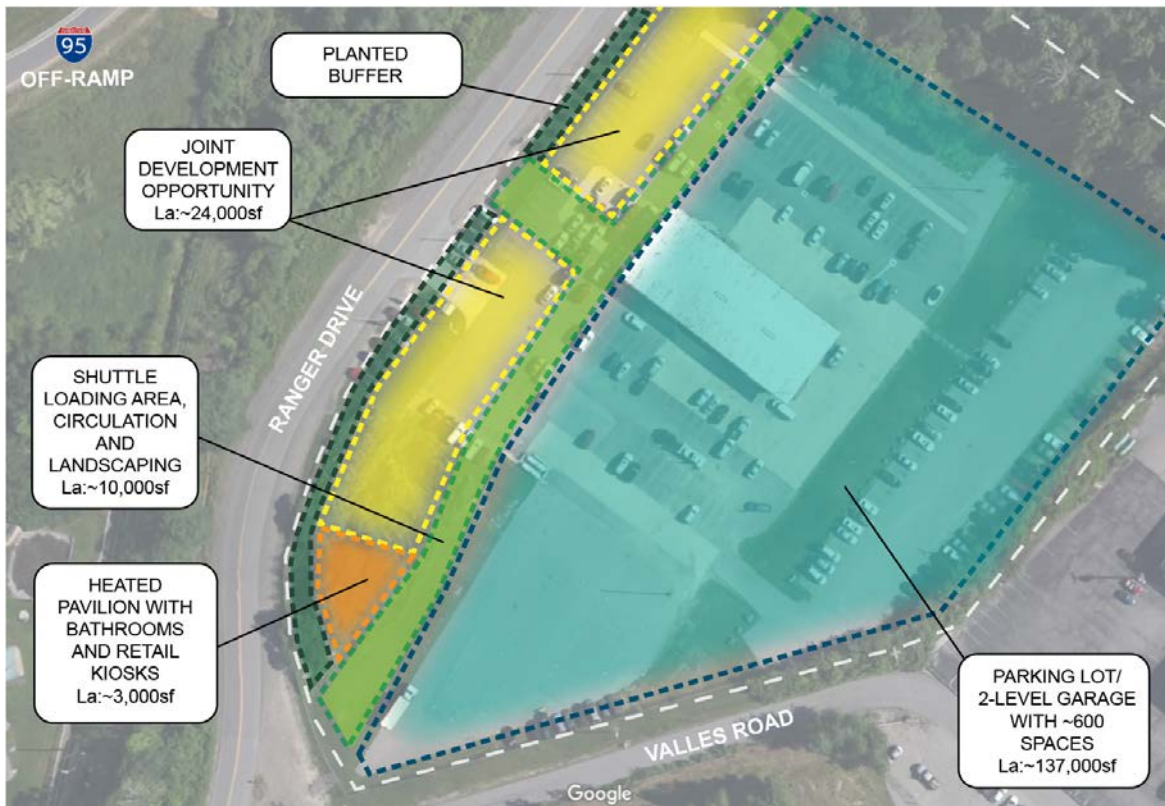
- ~600 parked cars accommodated (minimum)
- Climate-controlled shuttle boarding area
- Secure 3,000sf pavilion with bathrooms and retail stalls
- 24,000sf joint development parcel for PNS and other commercial tenant or workforce housing
- Amenities including signage, lighting, landscaping, security, real-time passenger info kiosk, bike parking

### OTHER BENEFITS

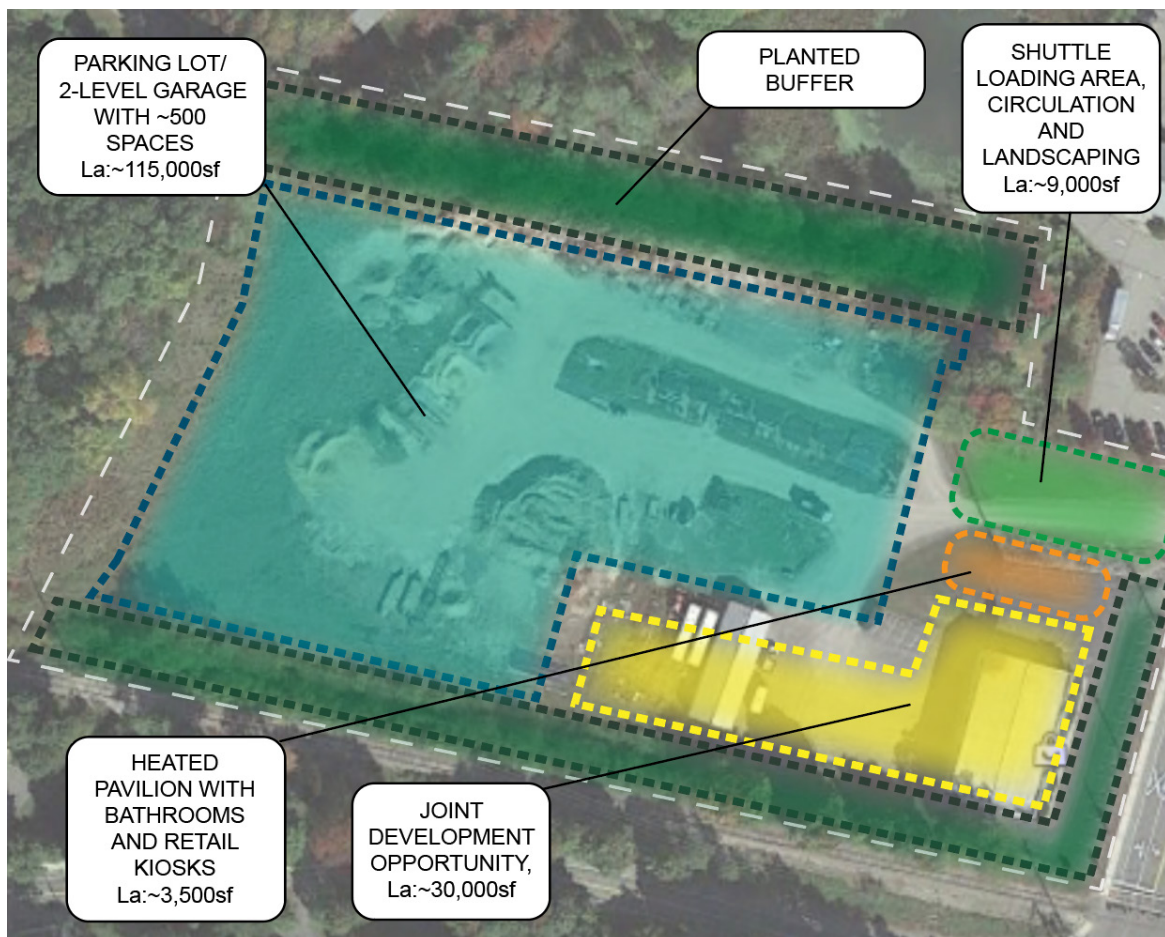
- Proximity to Coastal Fitness for residential tenants and daily Shipyard workers with no existing adjacent competition
- Opportunity for highway advertisement
- Potential shared parking opportunity with nearby affordable housing opportunity
- No zoning adjustments required

*Excerpt from information sheet for 2 Ranger Road*





*Conceptual site allocation at the 2 Ranger Road site*



*Conceptual site allocation at the 15-23 State Road site*

## FUNDING CONSIDERATIONS FOR A MULTIMODAL HUB

The development of a multimodal hub can potentially be funded by a wide range of Federal, State, and regional resources, but likely will require funding for various components. Identifying the most appropriate funding sources to pursue will require a delicate balance of the timing of various steps of development in alignment with funding cycles. In addition, coordination and collaboration between various agencies and organizations will need to take place to increase shared resources, meet particular eligibility requirements, secure political backing or other demonstrations of support, secure match funding, or to increase the number of opportunities available, to name a few.

As with any pursuit dependent upon funding, there is risk involved. The multimodal hub concept has some built-in flexibility because of its multiple uses- many configurations of housing, parking, and other mixed uses can be investigated to arrive at a balance that is both competitive within the goals of specific grant opportunities while also performing well in the community, long-term.

Federal funding sources can potentially be utilized for land acquisition or parking pads, for example, while co-development costs would require investment from developers, for example. Other stages of the process, such as feasibility or environmental studies would require funding through other regional sources or allocations through the Town's planning budget.

With the understanding that concepts should be finalized prior to pursuing an opportunity, the Town will need to first establish partnerships and secure commitments from potential landowners. An ideal partnership commitment should include:

- An expert on permitting
- The landowner
- PNS/NAVY
- Office of Local Defense Community Cooperation

If partnerships can be mobilized and grant applications pursued in 2022, it is feasible that a successful grant award could result in the hub commencing construction in 2023.

## RECOMMENDED COMPONENTS OF A HUB IN KITTERY

- Covered parking
- Heated/cooled waiting area
- Bathrooms
- A place to buy coffee, snacks
- Improved walking/biking routes to and from the gate
- Secured bicycle parking or an available bikeshare system
- On-site security

## CONSIDERATIONS WHEN IDENTIFYING POTENTIAL HOSTING SITES OF A HUB

- Average time saved for PNS workers
- Complexity of development
- Current ownership arrangement
- Zoning allowances/restrictions of parcel
- Size of parcel
- Development height maximums
- Land constraints or other environmental issues
- Access to major roads
- Abutters
- Level of development required
- Ability to host multiple uses (potential for economic return)
- Landowner's intentions for the site
- Development incentives available from the Town
- Community support
- Political will
- What is being developed- "affordable" vs. "market rate" vs. "workforce" housing



OPTION #1 PARK AND RIDE LOT- An enhanced park and ride lot with well-designed waiting/parking facilities and other potential mixed uses



OPTION #2 PARK AND RIDE GARAGE- A well-designed park and ride garage with strong pedestrian and bicycling connections and other potential mixed uses, such as businesses





## Key Input from Regional Developers

- Density is an incentive for getting developers on board, but workforce housing creates gap in 'capital stack' (funding, debt, equity). Deed restrictions on workforce units creates more risk.
- Pursuing Low-Income Housing Tax Credits (LIHTC) is the best approach but is a competitive process. Emphasize LIHTC-eligible areas of a site once formalizing approach. One point can make a big difference, 15 points are 'smart growth points', the site needs to be within 0.5 mile of daily living destinations (5pts), which is a challenge in Kittery, within 0.5 mile of transit (5pts), or with access to demand-response services (5pts). Additional 8 points are available if providing senior housing. Workforce housing scores 6 points. Acquisition can supplement other points if CHOM partners with other groups. They don't have capacity to pay market rate on their own. They can offer experience in operation and management with someone else needing to pay the market rate for the land. (ex. 40 units wanted, they can pay <\$150k)
- Dept. of Housing & Urban Development (HUD) deals have been made with more favorable longer-term debt deals.
- Mercy Hospital with Community Housing of Maine (CHOM) is a strong partnership example that was successful
- Biddeford Mill redevelopments (71-unit "Riverdown") designated 10% workforce housing, and balanced with the use of a city agreement to improved the riverwalk
- An upcoming Portland project includes a new referendum that increases the requirement for affordable housing percentages (previously 10%). The developer created higher-quality high-end product to be able to charge higher rents on the 90% non-affordable units.
- Maximizing zoning density is recommended. Pursuing 5-6 story heights is ideal if planning board can provide a special exception for maximum 50' height.
- Ideal solutions for a softer approach to parking is a 2-3 level deck that is buffered and wrapped by approximately 100 residential units
- A multi-site approach might be a strong solution, with one site for housing and one for the shuttle/food trucks, etc.
- A multi-parcel approach can also be used to combine for density counts, even if housing isn't included on one site, for example.
- If the Ranger and Water sites were combined (with Water site hosting density), 'transfer developments' couldn't be used unless there was a TDR in place.



## Key Implementation Committee Input

- Hub locations farther from Kittery would require additional services
- The solutions should offer benefits beyond Kittery
- Upcoming zoning changes may attract more mixed uses
- The rail spur is only a potential site option if considered significantly beneficial
- A large, well-designed parking garage may be part of the solution
- Workers are concerned about being able to leave/come back at any time during shift
- The hub should provide frequent shuttle service, including at non-peak times
- Shuttle service may potentially reduce walking time on-yard
- The design of the hub for mixed uses (including housing) will influence its desirability for homeowners



# Recommendations/Next Steps

Although the JLUS Implementation Project has generally investigated four potential sites that could support the intentions of a multimodal hub, a series of steps needs to be completed before the formal pursuit and eventual development of a site.

Two of the sites investigated are in a known state of transition regarding ownership/management, potential development, and/or potential change of uses. As the Town continues to evolve its zoning and land use approach, other potentially optimal sites not investigated during the JLUS process may be identified at a later time.

To spur the pursuit of a multimodal hub in the interim, the following is recommended:

## **EDUCATE LOCAL AND REGIONAL DEVELOPERS GENERALLY ABOUT THE MULTIMODAL HUB DEVELOPMENT OPPORTUNITY**

- The Town should develop and share (publicly) a Request for Information (RFI) package to target investment partnerships. The RFI may include a targeted site and should leave an extended deadline for responses.
- The Town should utilize the recommended Developer Roundtable discussion (as part of the JLUS Housing task) to generate development interest and address any concerns about developing in Kittery.

## **ASSEMBLE LIST OF KNOWN EXISTING PARTNERS THAT COULD SUPPORT SERVICES AND DEVELOPMENT OF A MULTIMODAL HUB**

- The Town should have a list of partners ready to coordinate and mobilize at key steps of the process in pursuing a hub (e.g. funding, planning, operations, etc). This includes organizations which could provide vehicles for desired shuttle services.

## **SECURE BUY-IN FROM POTENTIAL LANDOWNERS ABOUT THE CONCEPT OF A MULTIMODAL HUB**

- Using the RFI as a tool, the Town should connect with potential landowners to demonstrate the development opportunities available to their site. Landowners located along the Route 1 Bypass

should be prioritized as well as developers with land that is currently ready for redevelopment with an affordable housing focus.

- The Town should prepare a list of incentives it is willing to offer potential landowners who accommodate development of a hub.

## **CONTINUE ADVANCING POLICIES THAT BETTER ACCOMMODATE WORKFORCE OR LOW-INCOME HOUSING DEVELOPMENT**

- Discussions should continue between the Town and Maine Housing regarding opportunities for projects to increase LIHTC scoring points.

## **MAINTAIN ONGOING DISCUSSIONS WITH PNS TO UNDERSTAND SHIFTS IN DEMAND FOR USES THAT THE HUB COULD SUPPORT**

- Clear understanding of how money from the Mass Transportation Benefit Program is distributed to PNS employees should be publicly available information.
- Impacts from COVID-19 on vanpool and other mode utilization, as well as impact on remote working, should be regularly monitored.
- Opportunities for PNS functions the hub might support should be identified early on to demonstrate partnership (e.g. office spaces).

## **MOBILIZE FUNDING PURSUITS AND COORDINATION**

- Referring to the 'Recommended Funding Sources' in the Appendix (p.123), The Town and other select partners should establish a shortlist of prioritized funding opportunities and the schedule needed for preparation to successfully apply.
- The Town and its funding partners should meet early with representatives of funding agencies to discuss their intent and identify opportunities to increase competitiveness.

## **ONCE SITE IS IDENTIFIED AND LANDOWNER PARTICIPATION IS ESTABLISHED, RELEASE A REQUEST FOR PROPOSALS (RFP)**

- With a site formally selected, and funding sources shortlisted, an RFP should be shared for both the planning and construction phases of development of a hub.

# IV. HOUSING AFFORDABILITY ANALYSIS

## Background

The JLUS analysis included a key finding that availability of affordable workforce housing is causing the shipyard workers to move farther away from their place of employment, sometimes leading to commutes of an hour or more. The growth in housing cost was identified as the largest contributor to regional traffic congestion impacting the Town of Kittery and access to the shipyard. To help address these transportation impacts across the region, the JLUS included a recommendation to promote mixed-use development and incentives for affordable workforce housing development, particularly within Kittery and near major transportation hubs and transit corridors, both existing and future. Providing mixed-use development and expanded housing options can reduce traffic congestion and further support the multi-modal travel options evolving in Kittery.

To identify a broader range of affordable housing types to support PNS workers and other members of the Kittery community, the Urban Land Institute (ULI) Boston/New England District Council was engaged to convene the Kittery & Berwick Technical Assistance Panel (TAP), in partnership with the

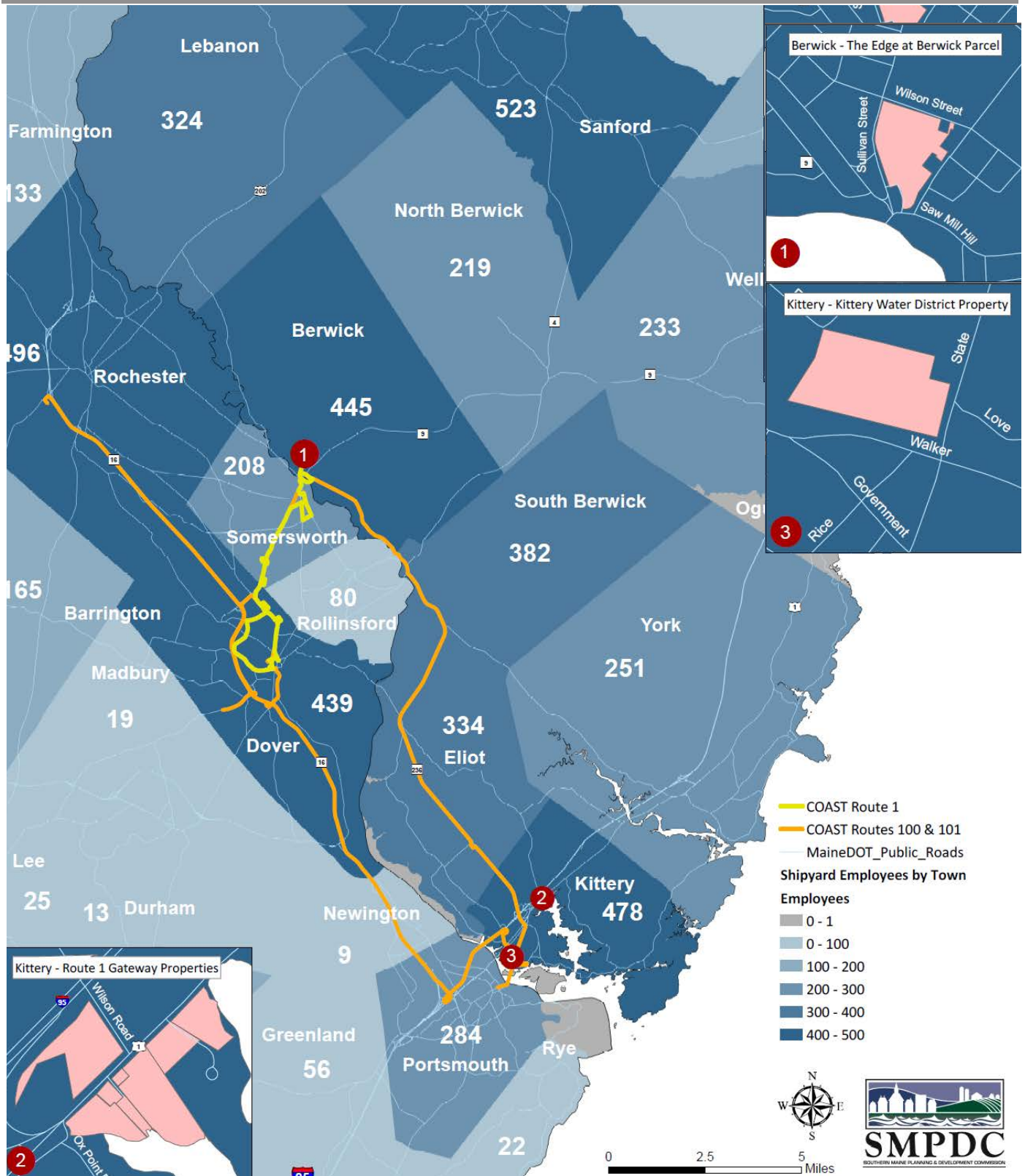
Town of Kittery, SMPDC, and stakeholders. The TAP served to convene a variety of affordable workforce housing experts to develop a toolkit of strategies, policies, actions and best practices to identify and support affordable workforce housing, not only for PNS, but other major employers and residents across the region.

### KEY HOUSING ISSUES IDENTIFIED DURING THE JLUS

- Housing is a regional issue and needs a regional approach
- Resistance to “affordable housing”; “affordable workforce housing” was the preferred terminology for this project
- Regional housing costs
- Ability to accommodate affordable or workforce housing varies by municipality



Fig.15 - Potential Sites Evaluated by ULI Panel



# Evaluation and Analysis

## AFFORDABILITY

Approximately 72% of households in the Town of Kittery and York County are unable to afford a home in their community (2017-2019). Approximately 40% of rental households pay 35% or more of their income for housing as opposed to 10% of owner-occupied households.

Median household income \$78,451 and median home price \$350,000 (2017). As of January 2021, the average salary for a PNS worker is \$75,031.54.

## URBAN LAND INSTITUTE TECHNICAL ASSISTANCE PANEL

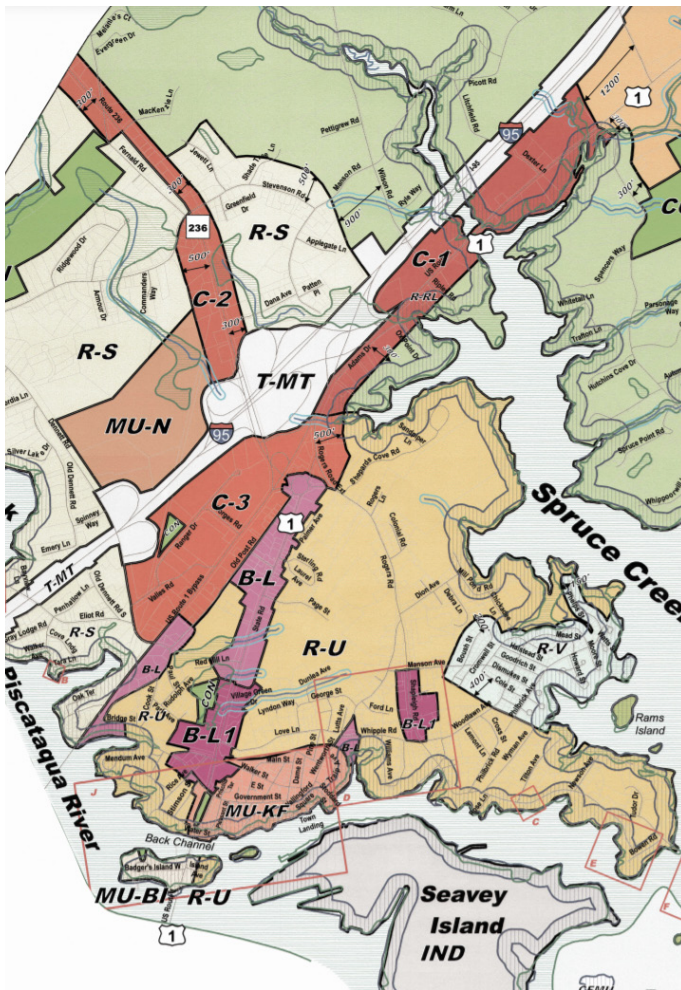
The ULI Technical Assistance Panel (TAP) process combined live in-person study area site visits with ULI panelists directing follow-up virtual stakeholder and panel discussions. Following the May 14, 2021 in-person guided site tour of two study areas in Kittery and one in Berwick, the remainder of the working sessions and the subsequent public presentation took place virtually, using integrated audio, video and display images. On May 17, ULI panelists met with local business and property owners, base personnel, residents and non-profit organizations from the Towns of Kittery and Berwick, as well as other interested parties to gain insight into the issues, strengths, and potential solutions for the study areas. Panelists then reconvened via Zoom on May 18 to assess the information and develop recommendations. The the panelists presented their findings and recommendations virtually to the JLUS Implementation Committee, stakeholders and the general public later that evening via the Town of Kittery Zoom platform.

**Table 4 - Households Unable to Afford a Median Home (2019)**

	% Unattainable Homes Sold	Affordable Homes Sold	Unattainable Homes Sold
<b>Maine</b>	56.3%	10,321	8,015
<b>York County</b>	71.6%	896	2,261

*Source: Maine Housing Authority*





## RECENT TOWN OF KITTERY ACTIONS TO ADDRESS HOUSING AFFORDABILITY

- Created a Kittery Housing Working Group
- Held numerous workshops and a design charrette
- Adopted a zoning text amendment, easing accessory dwelling unit (ADU) restrictions
- Replaced Business – Park (BP) zone district with a new Mixed Use - Neighborhood (MU-N) district
- Adopted Title 16 (Affordable Housing) to the Town Code, amending C-1 and C-3 zoned districts, included affordable housing requirements, incentives and regulations
- Created an Affordable Housing Committee to advance affordable housing goals and objectives, and use of Housing Reserve Funds

Town of Kittery Zoning Map



The ULI TAP team meeting on-site in Kittery (Source:ULI)



## ULI Panel Participants

- **Co-Chair Jamie Simchik, AICP, Principal, Simchik Planning & Development**
- **Co-Chair Susan Connelly, CEO, Housing Opportunities Unlimited**
- Glenn Burdick, ULI Advisory Board Member
- Jeff Levine, AICP, Principal, Levine Planning Strategies
- Michael Lozano, Vice President of Development, Trinity Financial
- Christopher Ptomey, Executive Director of the ULI Terwilliger Center for Housing
- Matthew Ciborowski, Senior Planner, Arup Kendra Halliwell AIA, Associate Principal, ICON Architecture
- Jim Heffernan, Partner, Head of Legal and Acquisitions, Navem Partners
- Aaron Jodka, Research Director, U.S. Capital Markets, Colliers International
- Chris Johns, AIA, NCARB. Founding Partner, ThoughtCraft Architects



## Key JLUS Implementation Committee Input

- The region should address perception of need
- Regional data is needed
- There is variation in capacity for various cities and towns to accommodate more housing
- ULI housing toolkit should identify inventory limits for each community
- Accessory dwelling units (ADUs) are a potential option to add supply but require policies to prevent their use for short-term rentals
- COVID-19 has caused rising housing prices, an impact that could last for years
- York/Sanford are making various efforts, such as new policies and standards, TIFs, conducting market analysis studies, utilizing a land bank for development, etc.

### DEFINITION OF PROJECT SUCCESS

Mixed-use development, including affordable workforce housing, particularly within Town of Kittery, major transportation hubs, and along transit corridors.

# ULI Panel Findings

## OVERVIEW

In the Kittery & Berwick TAP report recommendations are presented within a framework of Assets and Opportunities, Challenges, Recommendations, and Funding & Resources for Kittery, Berwick, and the greater region.

## ASSETS AND OPPORTUNITIES

Assets and opportunities include the positive aspects of the study areas to help the Towns and the region to achieve its goals.

- Willingness of the public sector to implement meaningful initiatives to meet their goals
- Well-located parcels for redevelopment
- Major employers within the region
- Access to multiple transportation modes

## CHALLENGES

The challenges include the examination of obstacles the Towns and the overall region may experience in meeting the goals of creating workforce housing and mitigating traffic congestion.

### Overall

- Escalating construction costs a major concern

### Berwick

- Uncertain future for retail and mixed-use development
- Retail tax disadvantage for new businesses, as New Hampshire has no sales tax and is located just over the bridge from the new development
- Lack of parking for new businesses in the downtown
- Uncertainty over the future of the Park & Ride

### Kittery

- Lack of certainty with the redevelopment viability of both proposed parcels
- Absence of a concrete plan for the appropriate mix of housing (including housing types) and commercial space for each of the sites

## RECOMMENDATIONS

Recommendations are presented as both general and more detailed redevelopment scenarios for two (2) Kittery sites and an analysis of the proposed Berwick site, as well as other policy and development suggestions.

### BERWICK

- Encouraged to implement deed-restricted housing for the new development and for future projects
- Consider constructing an indoor transit hub

### KITTERY

- Update zoning to increase redevelopment options
- Make a concerted effort to explore additional regional parking options
- Consider building structured parking on PNS

## FUNDING AND RESOURCES

Funding and resources are presented in the Kittery & Berwick TAP that include a list of potential funding sources through federal and state agencies, as well as an appendix of articles and papers that could be used for modeling some of the recommended actions.



# Recommendations and Next Steps

## SITE-SPECIFIC RECOMMENDATIONS

### BERWICK

#### Include/Encourage Deed-Restricted Affordable Housing

- The Town should consider encouraging and incentivizing the construction of units that offer a deeper level of affordability to support low-to-moderate income workers. This can be done either as part of The Edge at Berwick development or at another site in close proximity to the downtown, such as the current site of the Park & Ride.

#### Indoor Transit Hub

- As Berwick proceeds with the redevelopment of the downtown, it is vitally important to incorporate transit solutions early on into the overall development strategy.

### KITTERY

#### Water District Site

With Kittery Foreside, the Town's walkable and trendy downtown in such close proximity, one design consideration for the mixed-use redevelopment at the site would be to emulate the district's character in terms of its intimate scale and mix of uses. One potential design concept would be to activate the streetscape and increase residential density along State Road, while also establishing a transit connection along Walker St. through a bus and/or train stop (although it is understood that any use of rail would be a longer-term goal) to transport people to the shipyard and downtown Kittery.

#### Outlets at Kittery Site

##### **Phase One**

Site is a model candidate for mixed-use redevelopment due to corner location and relatively aged collection of retail properties.

##### **Phase Two**

Considering a second, more ambitious vision for Phase II, to include the redevelopment of the retail center into a mixed-use, residential/ retail property.

##### **Phase Three**

Replace the temporary retail/food hall shipping containers with brick-and-mortar structures to increase the retail component of the development to 40,000 square feet. may not be feasible given current market conditions

- As market and land ownership changes, it will reflect how the community needs to grow

## REGION-WIDE RECOMMENDATIONS

In addition to the potential site-specific redevelopment solutions presented, the ULI panelists also addressed region-wide issues, and provided additional recommendations for the short, medium and long term.

### SHORT-TERM

- Identify Affordable Housing Resources
- Update Zoning
- Water District Relocation
- Create Priority Lanes at Shipyard
- Improve Streetscapes
- Encourage and Pursue Transit Partnerships

### MEDIUM TERM

- Create Mobility Hubs at Redevelopment Sites
- Explore Additional Regional Parking Options
- Improve Highway Amenities

### LONG TERM

- Pursue Sustainable Transit Options
- Explore Feasibility of Implementing Ferry Service to PNS
- Explore Possibilities with Pan Am Rail

## NEXT STEPS

### ZONING

- With appropriate zoning changes, there are real opportunities to align what and how communities are investing in their infrastructure.
- Vital to think of transportation as an integral component of infrastructure – as important as water, sewer and utilities.

## BUILDING A HEALTHY COMMUNITY THROUGH DEVELOPMENT

- Multifamily development occurring along the East Coast in the last decade geared towards young professionals and empty nesters.
- Conventional thinking that children put a strain on school systems and other resources
- Important to convey children develop a healthy community.
- Young families with children typically spend disposable income within the community, particularly one with well-planned downtown center with amenities like restaurants and experiential retail.

## PLAN AHEAD

- Zoning most impactful land use tool.
- Inclusionary zoning, or mixed-used zoning may not be feasible given current market conditions.
- As market and land ownership changes, it will reflect how the community needs to grow and change .

## CLEARLY DEFINE WORKFORCE HOUSING

- Consider Massachusetts' Housing Toolbox.
- Coordinate with ULI Boston/New England to convene a Roundtable of Workforce Housing Developers/Builders to identify specific incentives to promote mixed-use development, including affordable workforce housing, for targeted transit mobility hubs.





# V. JOINT COMMUNICATIONS PLAN

## Background

The JLUS planning process completed in January of 2020 provided the Town of Kittery, Southern Maine Planning & Development Commission (SMPDC), regional jurisdictions, and the States of Maine and New Hampshire the opportunity to strengthen their existing partnership and establish a blueprint for mutually beneficial actions to support military readiness, and continued community growth and economic development. The JLUS study effort included a robust public outreach and stakeholder involvement initiative that increased public awareness of the shipyard military operations, the impact these operations have upon the adjacent communities, and the contribution these military operations provide to the regional economy.

The JLUS planning process, together with the subsequent implementation of the study recommendations, continues to represent a collaborative effort among PNS and the community, including residents, business owners, State, and federal officials, etc. Through this collaboration, communication and coordination is strengthened among the parties, encouraging them to act as a team to identify and address issues impacting both the Navy and communities across the region.

An issue identified in the JLUS that affects both PNS and the region is the need to maintain and build upon existing informal lines of communication.

Included was a recommendation to complete a formal joint communications plan to formalize the existing lines of communication and preserve them in the future.

The **Joint Communications Plan** serves to identify and ensure continued, open, and relevant communication channels that are timely and consistent to mitigate impacts facing both the installation and region. The approach ensures communication channels for day-to-day issues and lays the foundation to facilitate continued dialogue and address longer term issues, such as traffic flow and congestion, response to traffic accidents, construction mitigation, operational shifts, and emergency procedures.

### KEY INFORMATION IDENTIFIED DURING THE JLUS PROCESS

- No clear chain of command for external parties to engage with PNS (as identified through Town discussions)
- No organizational structure or program in place to respond to new needs or support the transition of roles, long-term

# Evaluation and Analysis

The following describes the overall project approach as well evaluation and analysis tools used in developing a joint communications plan.

## JOINT COMMUNICATIONS WORKING GROUP

Stantec established a standing Working Group to help identify and address both daily operations and longer-term planning needs for the military, regional jurisdictions and the States of Maine and New Hampshire. The Working Group met bi-weekly and collectively developed the Joint Communications and Coordination Manual as well as partnership memorandum of understanding to facilitate on-going communication and coordination among key stakeholders.

## DATA COLLECTION TEMPLATE

Working Group members were asked to complete a data collection template. Questions were focused around the 24 JLUS Compatibility Factors. The questions requested information regarding existing lines of communication and procedures; identification of points of contact for local jurisdictions, regional organizations, State and PNS as it relates to existing lines of communication; identification of platform and technology aids utilized; and an evaluation of opportunities to expand communication for each of the 24 JLUS Compatibility Factors. The responses provided the framework and content for the Joint Communications and Coordination Manual.

### WORKING GROUP MEMBERS

- Town of Kittery
- Portsmouth Naval Shipyard
- Southern Maine Planning & Development Commission
- City of Portsmouth
- DoD Office of Local Defense
- Stantec

### KEY OPPORTUNITIES IDENTIFIED FOR THE COMMUNICATION PLAN

- Enhance relationships among community leaders, PNS command, and shipyard and municipal support staff.
- Facilitate a smooth transition during changes in installation command and local leadership.
- Sustain efforts, both on and off base, to ensure compatibility and continued military readiness and operations.
- Update the communication plan annually.
- Identify SMPDC to host on their website and maintain the electronic file.



## ESTABLISH PARTNERSHIP MEMORANDUM OF UNDERSTANDING (MOU)

The purpose of the Memorandum of Understanding Southern Maine/Seacoast New Hampshire/ Portsmouth Naval Shipyard Communication and Collaboration Partnership was to establish parameters to encourage permanent long-term communication and collaboration among all the entities represented on the JLUS Implementation Committee. Upon completion of a JLUS, many defense communities across the country have entered into a Memorandum of Understanding (MOU) with the installation to establish a framework to continue addressing a variety of issues and concerns that may arise over time. This organizational structure is intended to go beyond changes in installation Commanding Officer (C/O) and local leadership.

The MOU sets out the principles that will guide the activities of the Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard Communication and Collaboration Partnership. This Partnership will work to promote communication and collaboration among local governments, PNS, state agencies, federal agencies, and community organizations to better coordinate efforts that may include areas such as: military relations; transportation and land use planning; housing; environmental protection; sustainability and resilience; emergency preparedness; data coordination; funding requests (e.g., grant applications); health care coordination; population forecasting; workforce development; education; community development; economic development; and other issues that may arise.

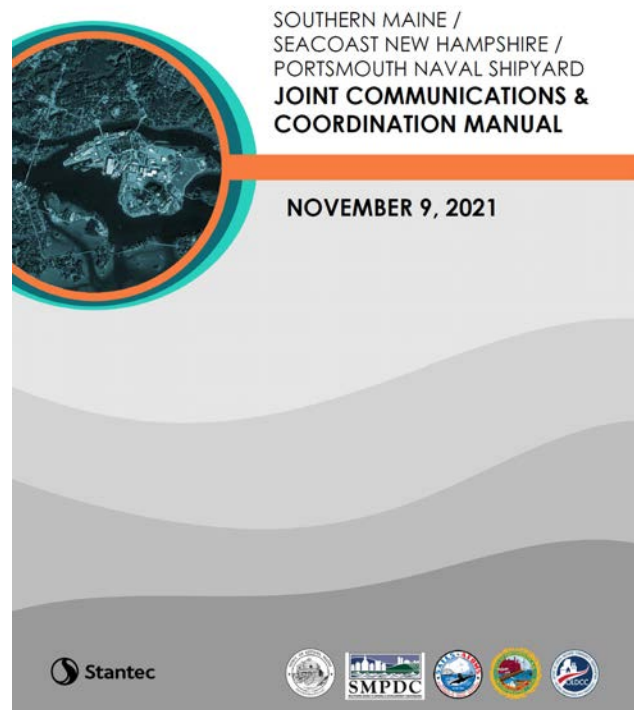
The Partnership provides actionable recommendations to regional, State, and federal leaders on initiatives, programs, and topics that strengthen the role that PNS plays in America's defense strategy, the economic health and vitality of the region, and the States of Maine and New Hampshire.

## JOINT COMMUNICATIONS AND COORDINATION MANUAL

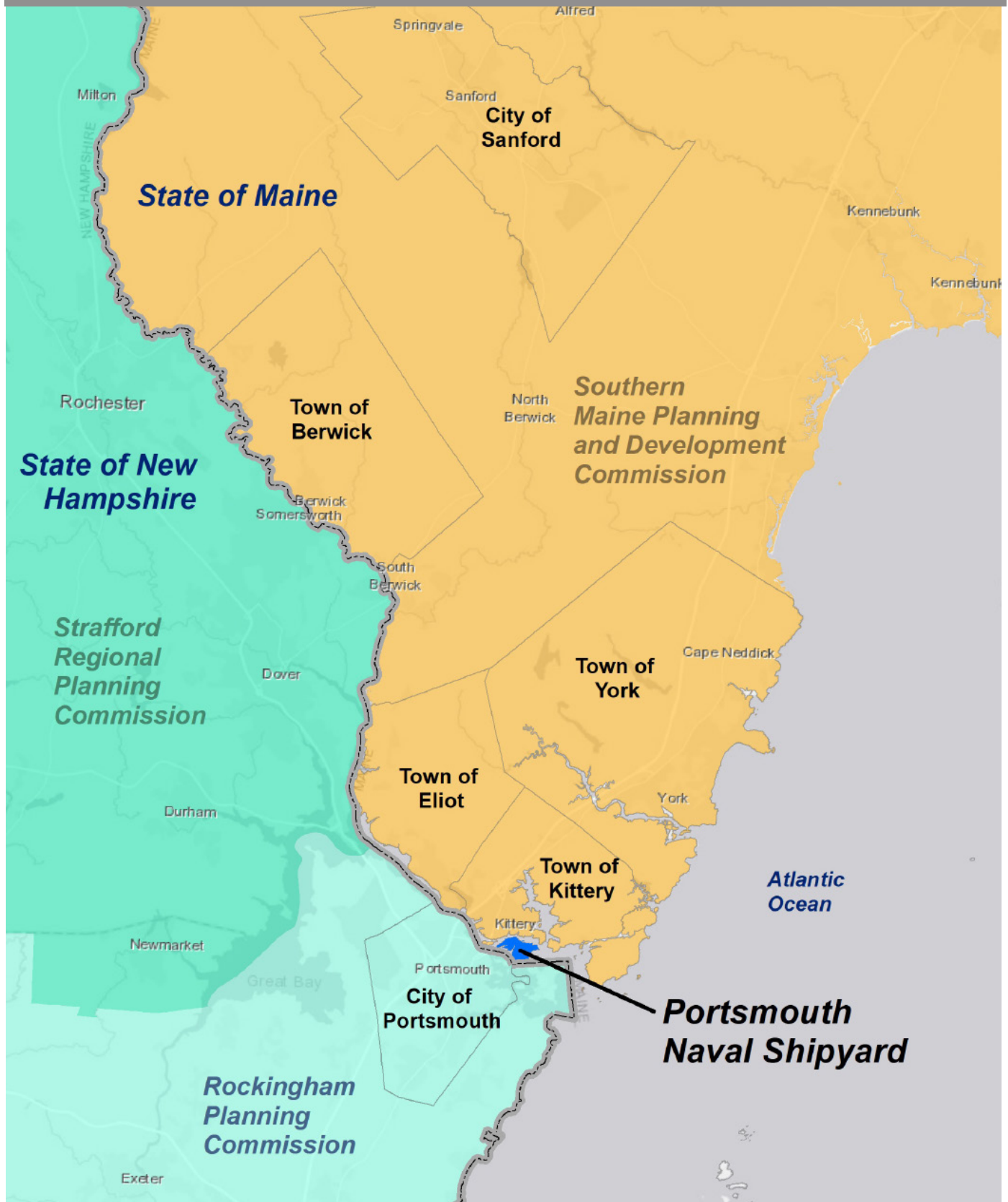
The JCCM, together with the Memorandum of Understanding Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard Communication and Collaboration Partnership, is intended to formalize and continue to build and strengthen the existing relationships among PNS and the surrounding communities to ensure mutual success. The manual is intended to:

- Enable PNS and the surrounding region to more efficiently and effectively communicate and coordinate;
- Support transition through changes in installation command and community leadership; and
- Help build new relationships

This manual represents just the beginning of a long-term commitment towards efficient and effective communication and coordination. It will need to be updated annually, with a focus on the quality of information to refine with each update. Equally important, PNS and community leadership and staff will need to train their successors to allow for a smooth transition in their deepening military-civilian relationships.



**Fig.16 - Surrounding Jurisdictions**







## Key Joint Communications Working Group Input

- Data collection template responses provided framework and content for the Joint communications Manual.
- Working Group provided point of contact data.
- Working Group provided existing Lines of Communication, Protocols, and Procedures Among PNS and the Surrounding Jurisdictions and State content.
- Working Group established Memorandum of Understanding term.



## Key JLUS Implementation Committee Input

- Town of Kittery prefers a collaborative approach among regional jurisdictions.
- The Partnership MOU is relevant for both current and future community and PNS stakeholders should benefit from the Manual and Partnership MOU.
- Expand Existing Lines of Communication, Protocols, and Procedures Among PNS and the Surrounding Jurisdictions and State to include more details.

### DEFINITION OF PROJECT SUCCESS

The Partnership MOU and quarterly meetings provide a commitment for continued communications and coordination on issues that face the community and installation.

The Joint Communications and Coordination Manual is more than a directory and providing a broader understanding of planning and regulatory guidance for both state and local governments as well as a military installation.

# Recommendations and Next Steps

## **CONTINUE COMMUNICATION AND COLLABORATION EFFORTS**

- Continue with the communication and collaboration efforts among the Working Group members that made the drafting of the Joint Communications and Coordination Manual possible as well as the MOU.

## **QUARTERLY MEETINGS PER MOU**

- Per the MOU, the Town of Kittery is to Chair and host quarterly Partnership meetings. The Chairperson and responsible party for convening and facilitating the meetings will be the Town of Kittery.

## **UPDATE JOINT COMMUNICATIONS AND COORDINATION MANUAL ANNUALLY**

- To keep the point of contact information current, update the joint communications plan annually. SMPDC is the responsible party for hosting the Joint Communications and Coordination Manual. The annual update is anticipated to be a topic at the quarterly meetings with a shared responsibility of updating the manual information.





An aerial photograph of a suburban neighborhood. In the center, a large, multi-story apartment complex with a brown roof and light-colored siding is surrounded by trees. To the left, a multi-lane highway curves through the scene. In the foreground, there are several smaller houses and parking lots. In the background, a large body of water is visible under a blue sky with scattered white clouds. A semi-transparent orange banner is overlaid across the middle of the image, containing the text 'VI. APPENDICES'.

# VI. APPENDICES

The



## **CONTENTS**

### **A. GENERAL PROJECT SUPPORTING INFORMATION**

- JLUS IMPLEMENTATION COMMITTEE VIRTUAL MEETING SCREENSHOTS
- JLUS IMPLEMENTATION COMMITTEE PROJECT UPDATE SHEETS

### **B. TRANSIT FEASIBILITY STUDY SUPPORTING INFORMATION**

- JLUS IMPLEMENTATION COMMITTEE PRESENTATIONS
- TRANSIT SUB-COMMITTEE PRESENTATIONS
- SERVICE SCENARIOS AND FINANCIAL ANALYSIS

### **C. MULTIMODAL HUB FEASIBILITY STUDY SUPPORTING INFORMATION**

- PNS SURVEY RESULTS
- POTENTIAL MULTIMODAL HUB SITE INFORMATION SHEETS
- DRAFT REQUEST FOR INFORMATION (RFI)

### **D. HOUSING ANALYSIS SUPPORTING INFORMATION**

- ULI TAP FINAL REPORT
- ULI PRESS RELEASE
- ULI FINAL PRESENTATION

### **E. JOINT COMMUNICATIONS PLAN SUPPORTING INFORMATION**

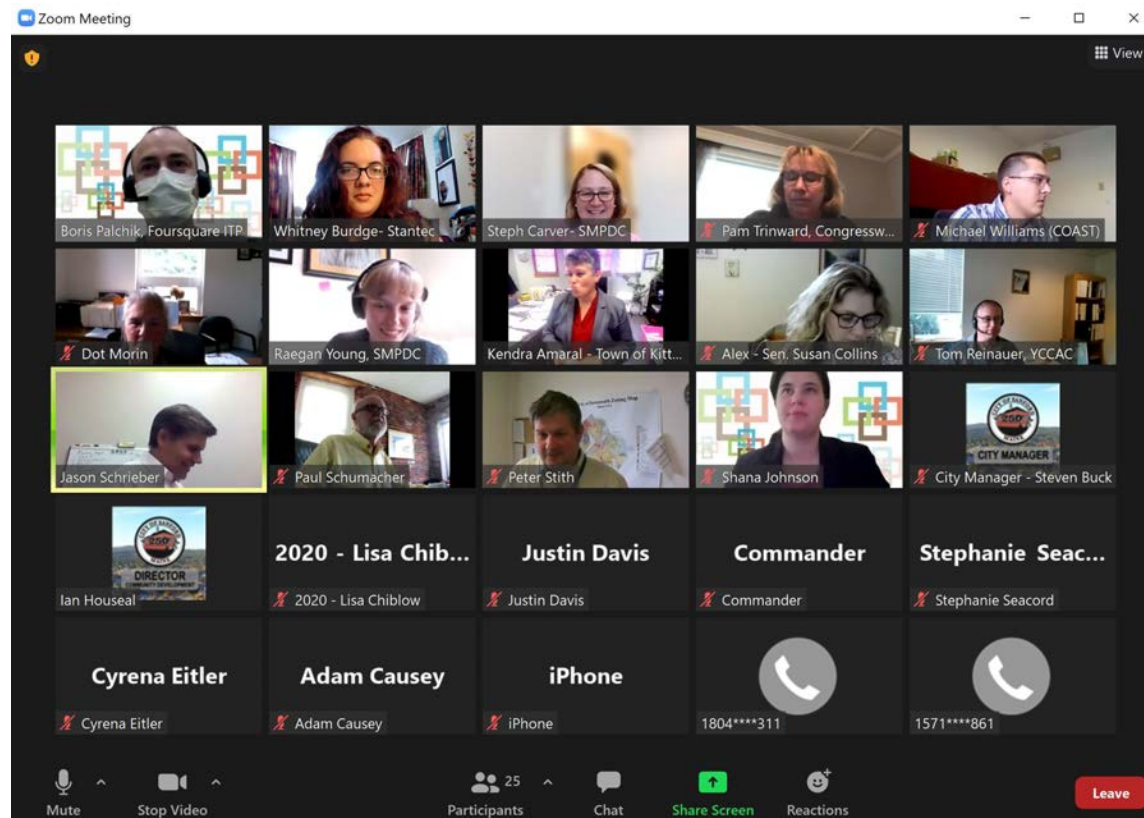
- SOUTHERN MAINE/SEACOAST NEW HAMPSHIRE/PORTSMOUTH NAVAL SHIPYARD JOINT COMMUNICATIONS & COORDINATION MANUAL
- MEMORANDUM OF UNDERSTANDING SOUTHERN MAINE/SEACOAST NEW HAMPSHIRE/PORTSMOUTH NAVAL SHIPYARD COMMUNICATION AND COLLABORATION PARTNERSHIP

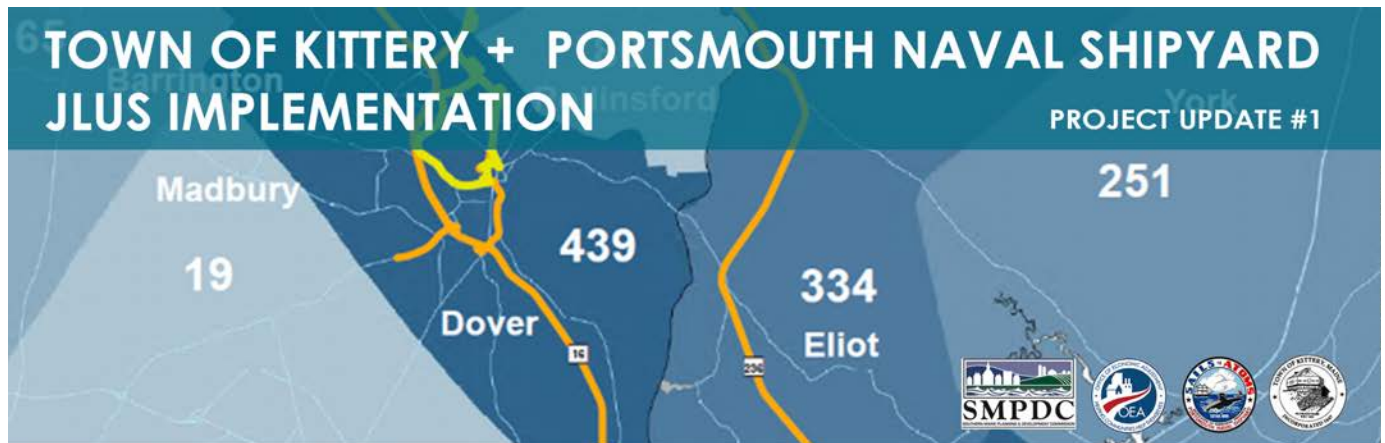
# A. General Project Supporting Information

## Virtual Implementation Committee Meeting- February 1, 2021



## Virtual Implementation Committee Meeting- September 27, 2021





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**

Income Bracket	Percentage
\$35K - \$49K	14.0%
\$25K - \$34K	8.9%
\$15K - \$24K	6.5%
<\$15K	4.9%
\$200K+	4.9%
\$150K - \$199K	6.6%
\$100K - \$149K	17.5%
\$75K - \$99K	15.1%
\$50K - \$74K	21.7%

- 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

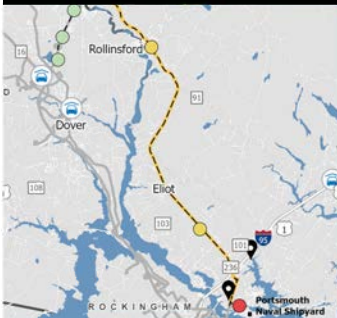
PROJECT UPDATE #2



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 filling 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  
180 York Street  
York, Maine 03909  
Phone: 207-363-1000

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. 8021
Town Clerk/Tax Collector	Town Clerk/Tax Collector	Mary Ann Sczesinski	207-363-1003, ext. 8072
Code Enforcement	Director LHD, CRS Coordinator	Amber Harrison	207-363-1002
Tax Assessor	Tax Assessor	Rick Marx, MCA	207-363-1001, ext. 6981
Finance	Finance Director	Wendy Anderson	207-363-1004, ext. 8024
Human Resources	Director of Human Resources	Kathryn Canale-Lessie	207-363-1000, ext. 8022
Parks & Recreation	Department Director	Robert Cogger	207-363-1040
Planning	Planning Director	Dylan Smith	207-363-1005, ext. 8042
Town of York Police Department	Chief of Police	Charles J. Proulx	207-363-1031
Public Works	Director of Public Works	Dean A. Lessard, P.E.	207-363-1010
School Department	Superintendent of Schools	Edgar Proulx	207-363-5403

- 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



Over the past few months, the JLUS implementation project has developed a detailed understanding of potential solutions for transportation, housing, and communications challenges in Kittery and the surrounding region. Discussions with Portsmouth Naval Shipyard (PNS) staff, regional employers and transit agencies have assessed opportunities for regional transit and identified geographic locations where workers are in need of more commuter options. A survey of shipyard workers was conducted to understand preferences for alternative transportation options and gauge their interest in utilizing a multimodal hub. The ULI Tap Panel presentation held in May further validated the region's need for a strategic approach to diversify its housing stock and encourage more affordable housing options for shipyard and other regional employees. A Communications Partnership was established composed of Shipyard staff and local, regional and state representatives. A Communications Plan identified specific improvements to communication channels in various areas and developed the framework for a regional partnership. The final stage of the project will wrap up later this year with a final project report including strategies designed to continue project implementation activities among the local and regional partners.

## 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



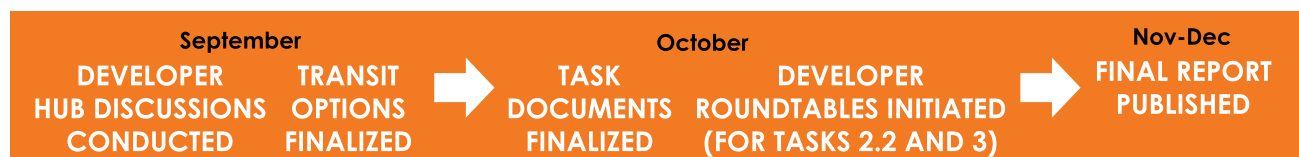
- ULI Panel conducted
- ULI TAP Briefing Book finalized
- Housing Toolkit drafted

### TASK 4- JOINT COMMUNICATIONS PLAN

<p>Town Hall 500 York Street York, Maine 03909 Phone: 207-363-1000</p> <p>Business Hours: Monday – Friday 8:00 a.m. – 4:30 p.m. Regular Planning Board Meetings are typically held on the 2nd and 4th Thursday evening on Time Warner Cable's Public Channel 132 and streamed on Town Hall Site</p>				Population Area Website
Departments	Position Title	Contact	Telephone	
Town Manager's Office	Town Manager	Stephen H. Bates	207-363-1000, ext. 4021	
Town Clerk/Tax Collector	Town Clerk/Tax Collector	Mary Ann Trautwein	207-363-1000, ext. 4072	
Code Enforcement	Director, LMO, CRS Coordinator	Amber Harrison	207-363-1000, ext. 4064	
Tax Assessor	Tax Assessor	Rick Marx, MCA	207-363-1000, ext. 4064	
Finance	Finance Director	Wendy Anderson	207-363-1000, ext. 4024	
Human Resources	Director of Human Resources	Kathleen Proulx-Jung	207-363-1000, ext. 4032	
Public Works	Department Director	Robert Cogger	207-363-1000, ext. 4042	
Planning	Planning Director	Cyler Smith	207-363-1000, ext. 4042	
Town of York Police Department	Chief of Police	Charles J. Fournier	207-363-1000, ext. 4042	
Public Works	Director of Public Works	Dean A. Leonard, P.E.	207-363-1000, ext. 4042	
School Department	Superintendent of Schools	Lynne Fournier	207-363-1000, ext. 4042	

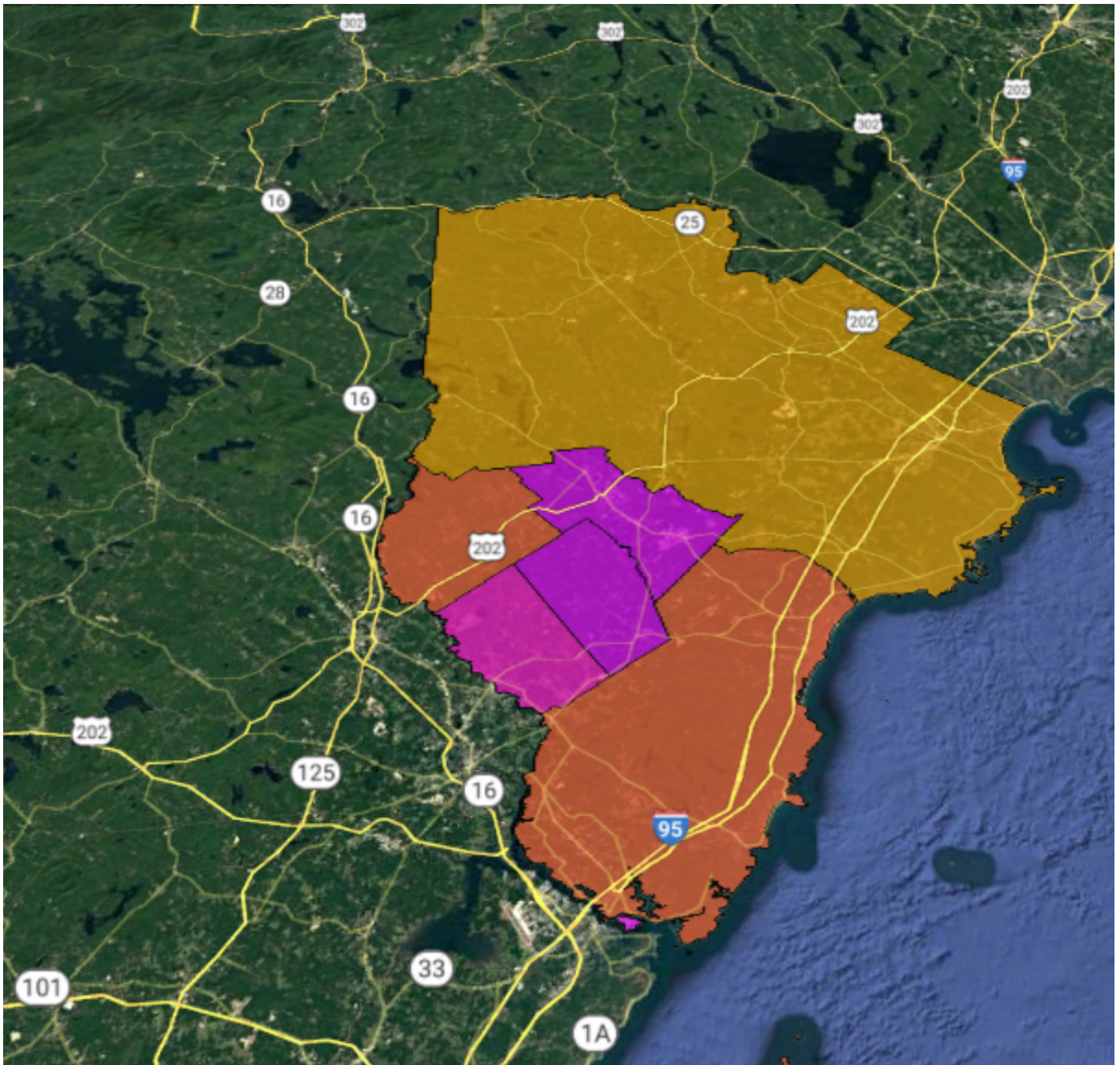
- MOA established with relevant parties
- Joint Communications Manual drafted

The remaining steps of the JLUS are as follows:






## B. Transit Feasibility Supporting Information






Scenario	Area (Sq Mi)	Population	Pop Density	Jobs	Job Density	Estimated Daily Ridership Demand	Vehicles Needed to Maintain 30 Minute Median Wait Time	Software Installation Fee (One-Time)	Annual Software Fee (\$600/Vehicle/ Month)	Weekday Span of Service (Hours)	Weekday Revenue Hours	Annual Revenue Hours (Weekday- Only Service)	Cost per Revenue Hour	Annual Vehicle Operating Cost	Annual Operating Cost with Software	First Year Cost with Set-Up
Sanford/Springvale + PNS Zone	49	21,000	428.6	7,500	153.1	124	3	\$ 30,000	\$ 21,600	16	48	12,528	\$84	\$ 1,052,352	\$ 1,073,952	\$ 1,103,952
Sanford/Springvale/N Berwick + PNS Zone	87	26,000	298.9	11,000	126.4	168	4	\$ 30,000	\$ 28,800	16	64	16,704	\$84	\$ 1,403,136	\$ 1,431,936	\$ 1,461,936
Sanford/Springvale/N Berwick/Berwick + PNS Zone	125	33,000	264.0	12,000	96.0	227	5	\$ 30,000	\$ 36,000	16	80	20,880	\$84	\$ 1,753,920	\$ 1,789,920	\$ 1,819,920
Southern York County Zone	370	86,000	232.4	28,000	75.7	582	18	\$ 30,000	\$ 129,600	16	288	75,168	\$84	\$ 6,314,112	\$ 6,443,712	\$ 6,473,712
County-Wide Zone	1,015	200,000	197.0	63,000	62.1	1,336	40	\$ 30,000	\$ 288,000	16	640	167,040	\$84	\$ 14,031,360	\$ 14,319,360	\$ 14,349,360

 **FOURSQUARE ITP**  
INTEGRATED TRANSPORTATION PLANNING

## Town of Kittery and Portsmouth Naval Shipyard Joint Land Use Study (JLUS)

MARKET ANALYSIS



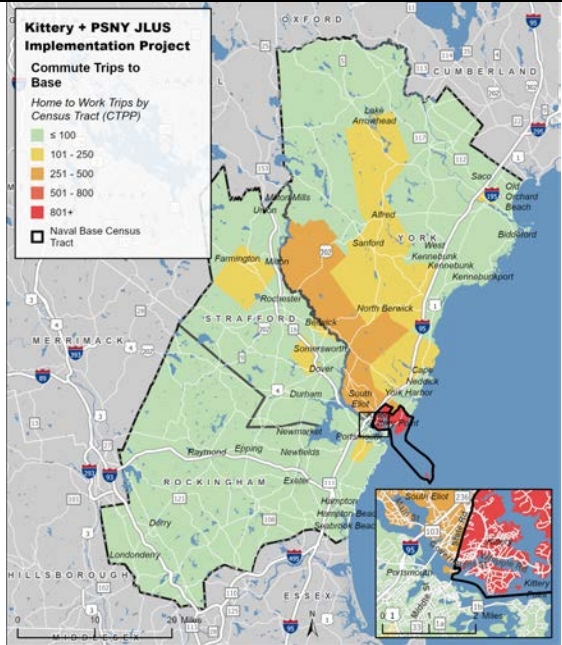
January 2021


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## Regional Travel Patterns

- **Base-Focused CTPP data:**
  - Map shows where commuters live who travel to the PSNY.
- **CTPP:**
  - The Census Transportation Planning Products Program (CTPP) provides special tabulations of existing census data that can be useful for transportation planning.
  - The CTPP data presented here is based on 2012–2016 5-year American Community Survey (ACS) data.
  - The map shows the number of people who travel from each census tract to the Naval Base census tract for work.



 **FOURSQUARE ITP**

Market Analysis

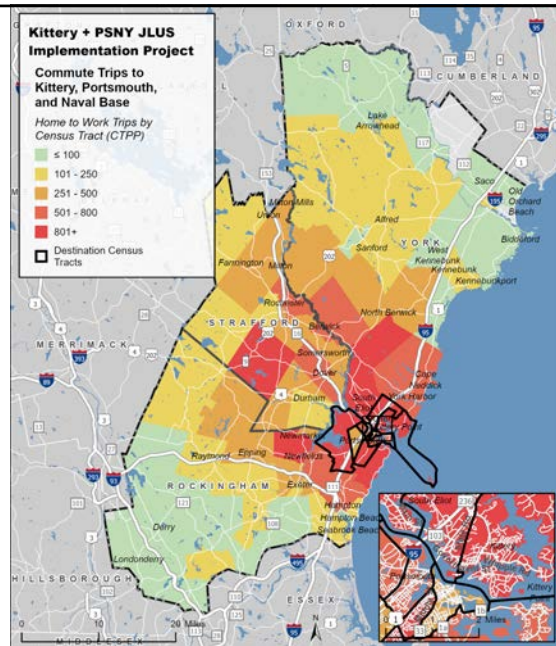
January 2021

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## Regional Travel Patterns

- Kittery Area CTPP data:
  - Map shows where commuters live who travel to Kittery, Portsmouth or PSNY.



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Market Analysis

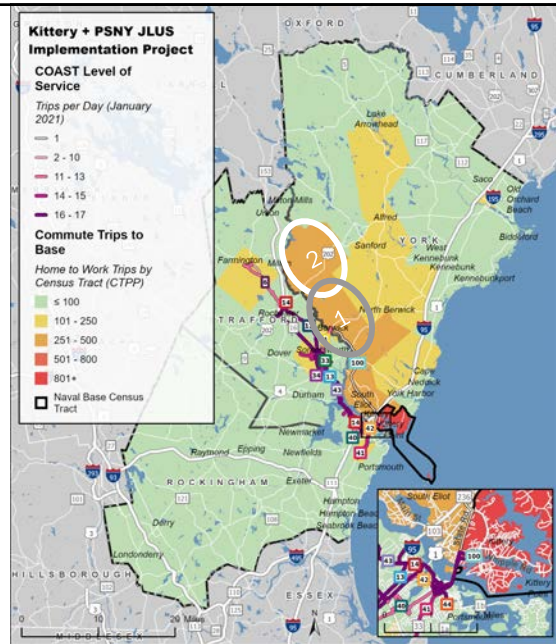
January 2021

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## Service Gaps

- Map shows COAST routes and base-focused CTPP data.
- Gaps in COAST Coverage:
  1. Berwick:
    - Berwick is served by COAST (Route 100).
  2. Lebanon:
    - Not served by COAST.



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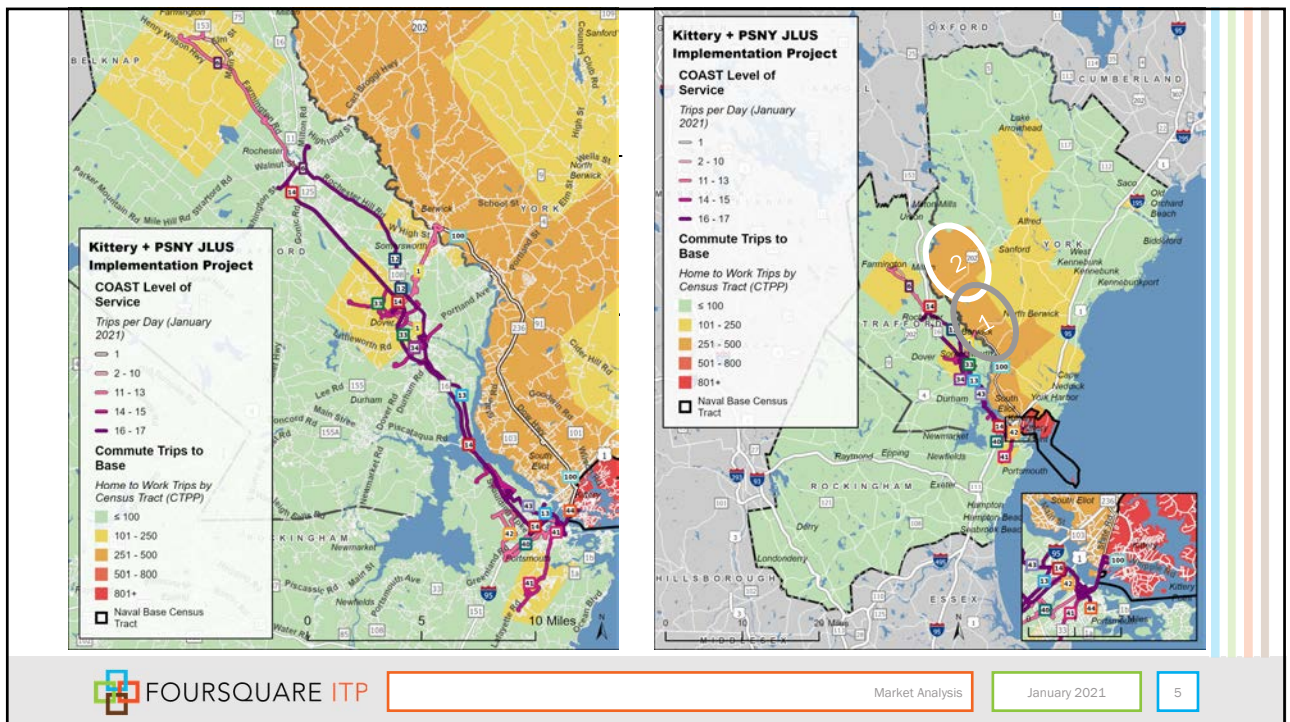
Market Analysis

January 2021

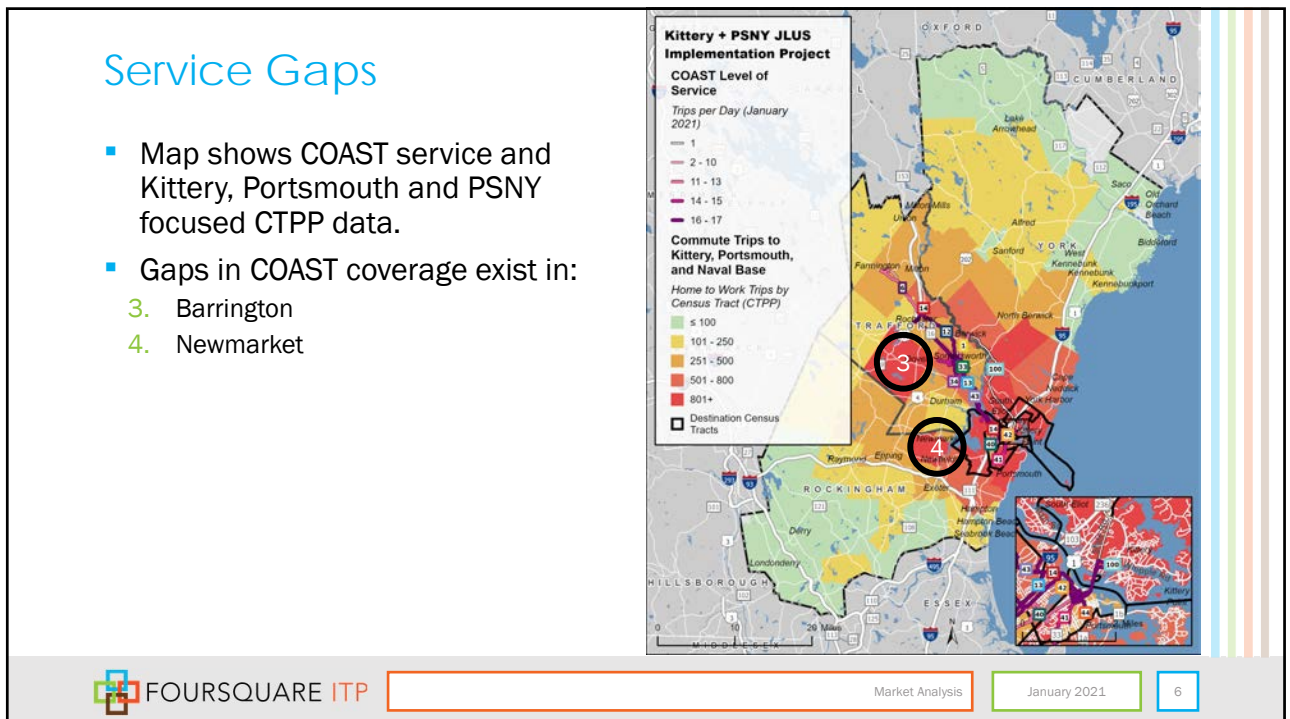
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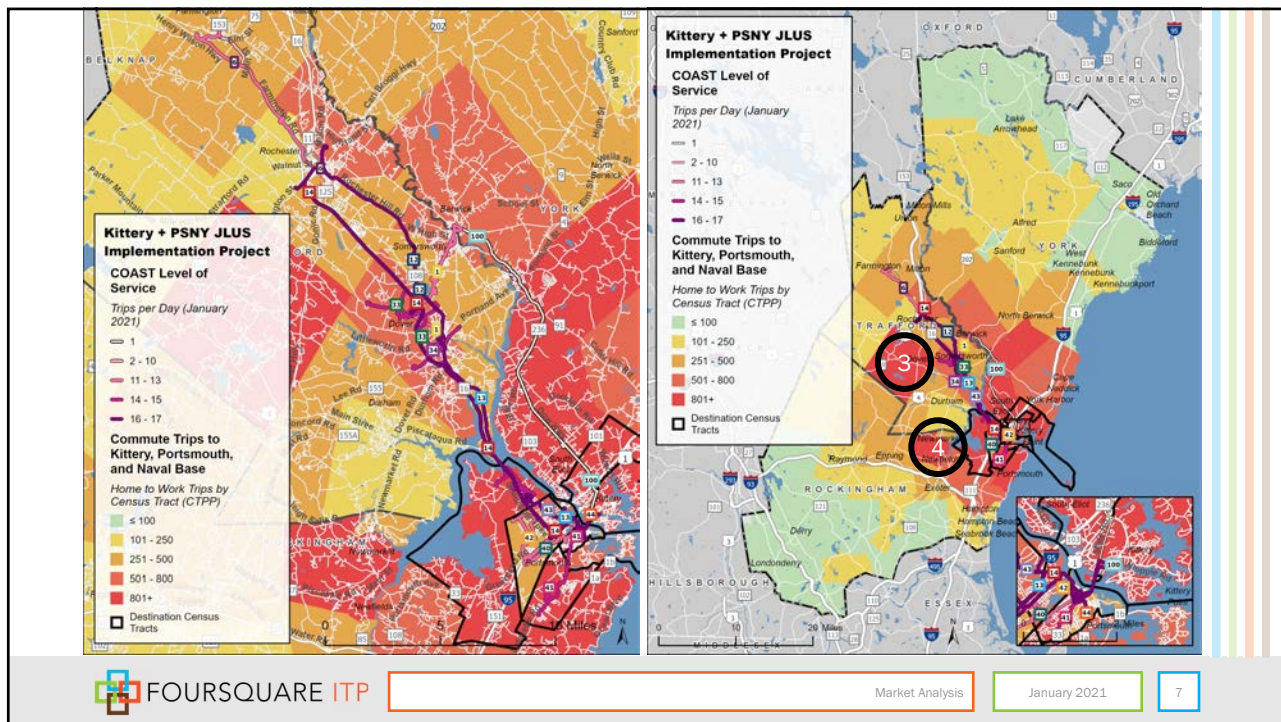




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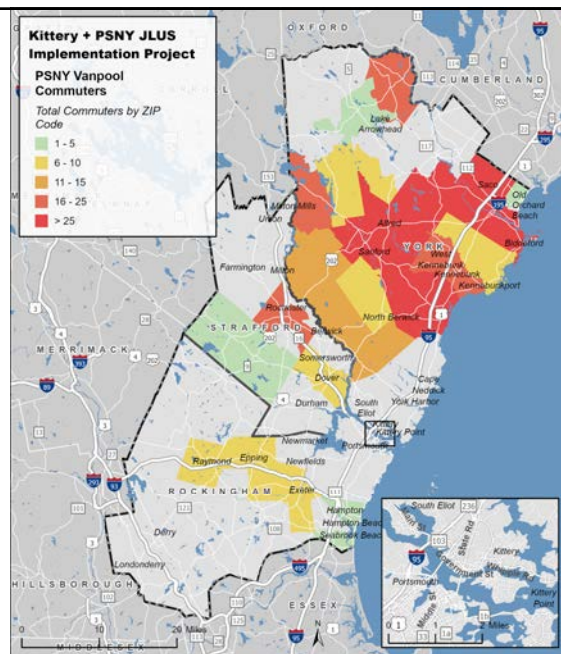
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## Service Gaps

- PSNY Vanpool data:
  - Map shows where commuters live who use vanpools.
  - Vanpool data is from December 2020.

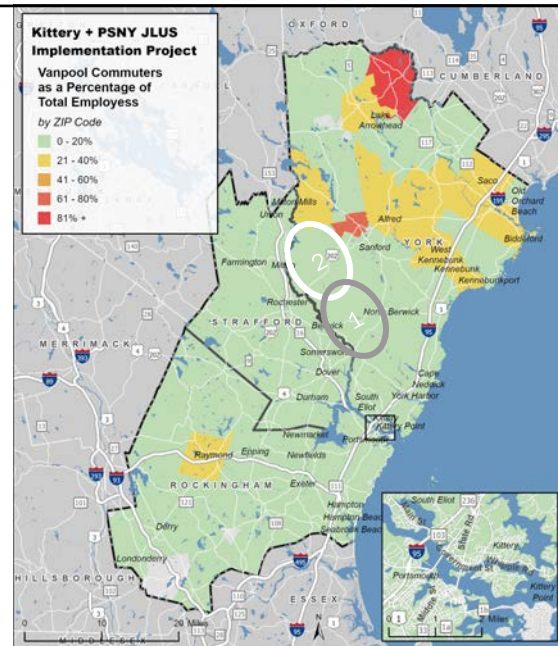


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## Service Gaps

- Map shows the percentage of PSNY workers who utilize vanpools in each zip code.
- A significant number of home to work trips but limited vanpools exist in:
  - Berwick
  - Lebanon



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Market Analysis

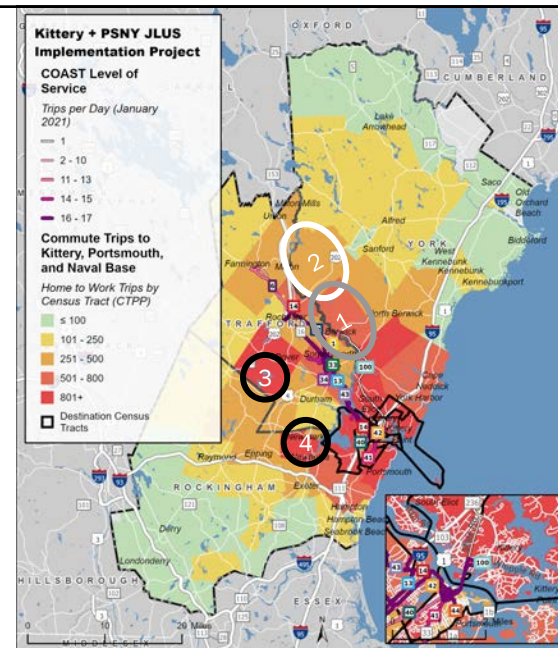
January 2021

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## Commuter Index

- Areas in need of transit service to PSNY
  - Berwick:
    - Limited vanpools relative to worker population.
    - Berwick is served by COAST (Route 100).
  - Lebanon:
    - Limited vanpools relative to worker population.
    - Not served by COAST.
- Areas in Need of transit service to Kittery and Portsmouth
  - Barrington:
    - Not served by COAST.
  - Newmarket:
    - Not served by COAST.
    - High Commuter Index Score.



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Market Analysis

January 2021

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## Town of Kittery and Portsmouth Naval Shipyard Joint Land Use Study (JLUS)

TRANSIT COMMITTEE MEETING

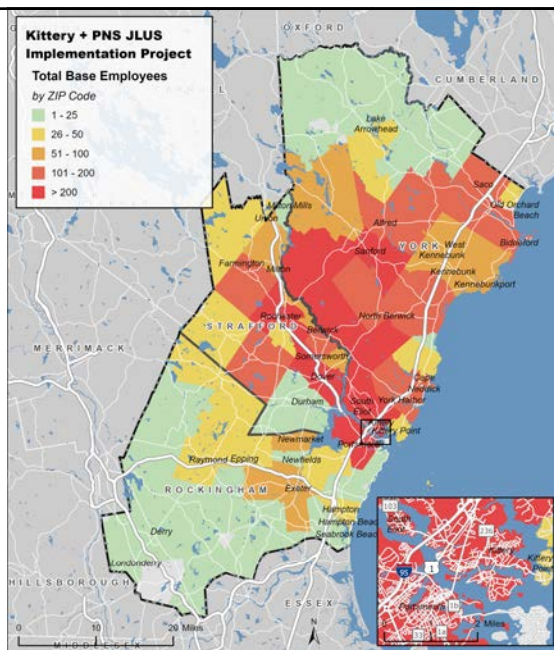
June 2021

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### Background

- To reduce SOV trips to the Portsmouth Naval Shipyard, transit service must align with the existing commuter market.
- Shipyard employees live throughout the Portsmouth/Kittery Region, but the highest concentrations are in the Spaulding Turnpike and Hwy. 236 corridors, as well as in and around Sanford.

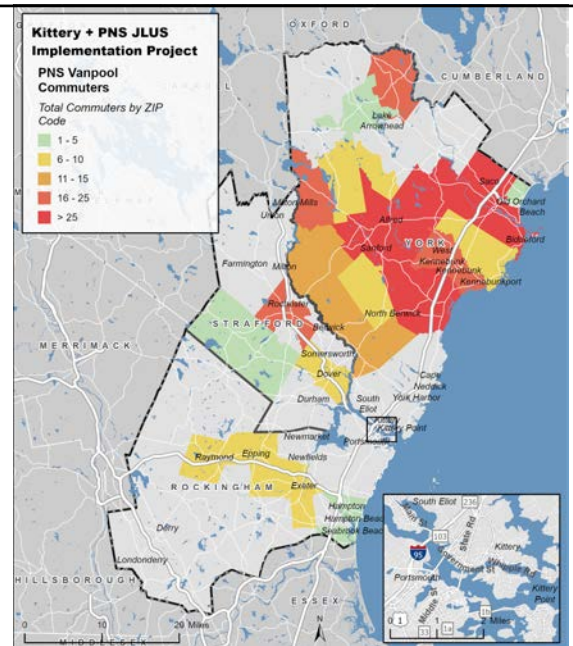


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## Vanpools

- A large network of private vanpools serves the shipyard daily.
- In December 2020, 31 of the vanpools came from Sanford area.

Location	~ Number of Vanpoolers	Number of Vanpools
Springvale	52	14
Sanford	46	17
Saco	42	7
Biddeford	38	9
Wells	36	13
Limington	21	2
Gray	17	3
Kennebunk	17	6
Rochester	17	3
Lyman	16	5



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Market Analysis

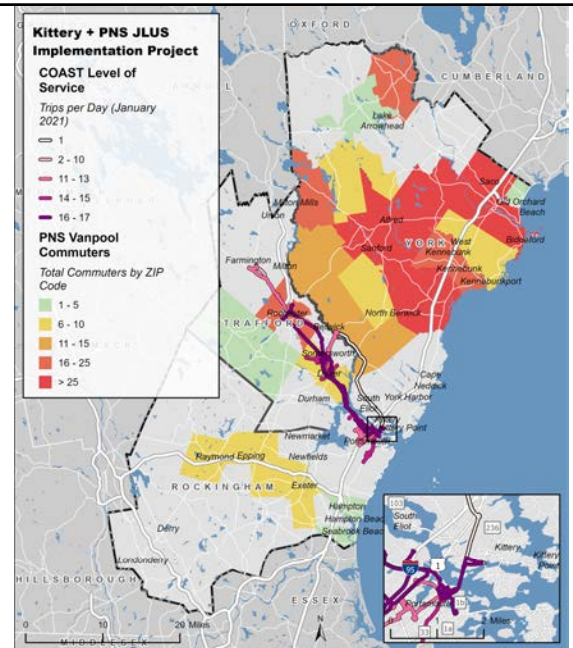
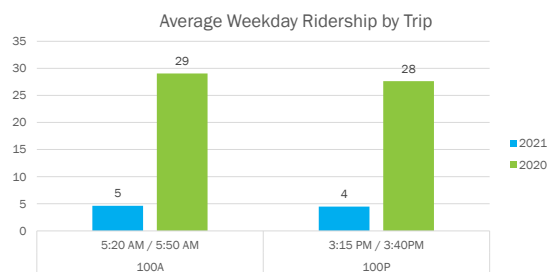
June 2021

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## Vanpools / Transit

- Vanpool ridership is most heavily concentrated in areas where there is no public transit option.
- ~30 passengers per day were using COAST Route 100 pre-pandemic.



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Market Analysis

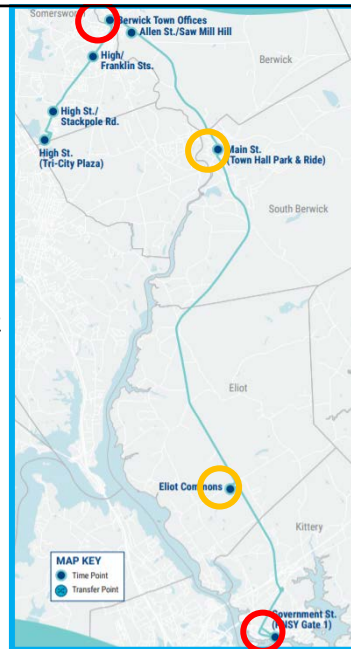
June 2021

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## Transit

- Coast Route 100 operates just one southbound trip in the morning and one northbound trip in the afternoon.
  - 6:03 am arrival (suitable for a 6:15 or 6:30 am shift start time)
  - 3:15 pm departure: (suitable for a 3:00 pm shift end time)
- Additional peak-period trips would provide more flexibility for first shift workers.
  - Shipyards has 3 main shifts (but also others)
    - ~ 6:30 am – 3:00 pm
    - ~ 3:30 pm – 11:30 pm
    - ~ 11:00 pm – 7:30 am



Primary Stops  
(based on ridership)

Secondary Stops  
(based on ridership)



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Market Analysis

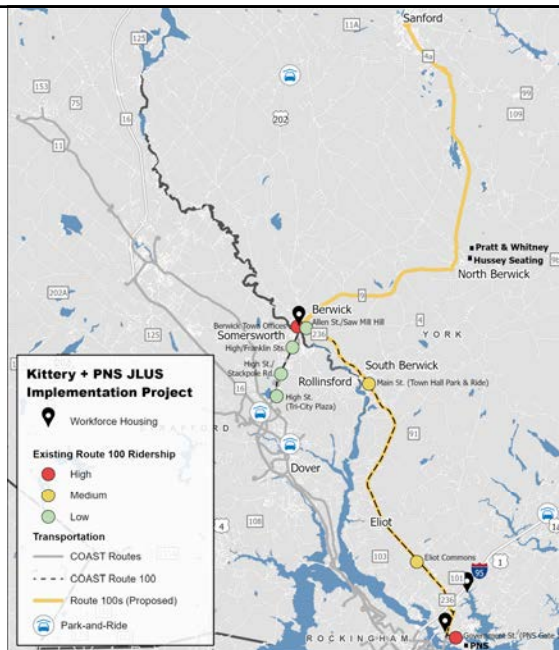
June 2021

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## Expanded Service

- Service between Sanford and PNS could complement the existing COAST Route 100 service by also serving the most heavily-used stops in the Hwy. 236 corridor (if schedules are off-set to create more departure times in the common corridor).
- Sanford service also presents an opportunity to serve major regional employers in North Berwick.



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Market Analysis

June 2021

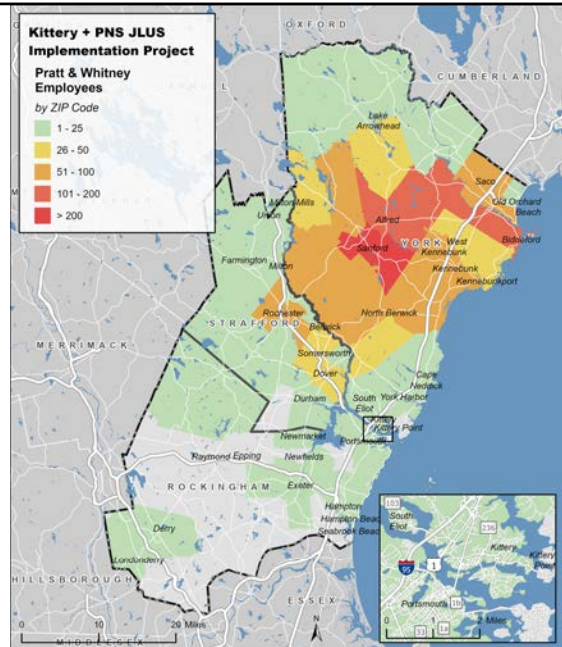
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## Expanded Service

- Pratt & Whitney employees are most heavily concentrated in Sanford and Alfred, with smaller concentrations along the Hwy 9 corridor.
- Pratt & Whitney offers a variety of shift options that include morning start times:
  - 5 x 8: 7:00 am – 3:30 pm
  - 4 x 10: 6:00 am – 4:30 pm



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Market Analysis

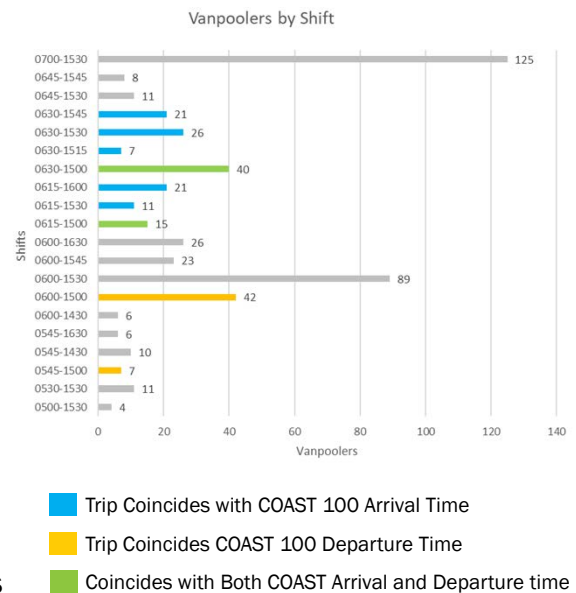
June 2021

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## Expanded Service

- COAST Route 100 trips depart Berwick at 5:31 am and reach PNS at 6:03 am (before 6:15 or 6:30 shift starts).
- A bus departing Sanford at 5:30 am would reach:
  - North Berwick @ ~5:55 am (P&W shifts begin at 6:00 am or 7:00 am)
  - Berwick @ ~6:15 am
  - PNS @ ~6:50 am
- The largest number of vanpool users have a 7:00 am start @ PNS



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Market Analysis

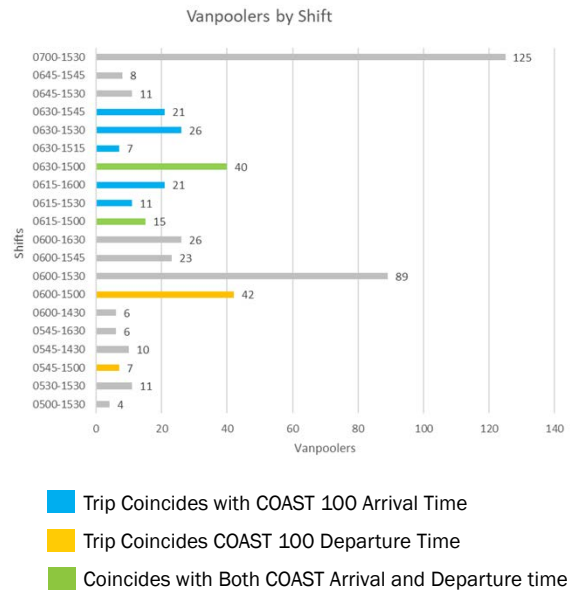
June 2021

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## Expanded Service

- COAST Route 100 trips depart PNS at 3:15 pm (after 3:00 pm shift end time).
- The largest number of vanpool users have a 3:30 pm end @ PNS.
- A bus departing PNS at 3:40 pm, would reach:
  - Berwick @ ~4:20 pm
  - North Berwick @ ~4:40 pm (P&W shifts end at 3:30 pm or 4:30 pm)
  - Sanford @ ~5:00 pm



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Market Analysis

June 2021

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## Expanded Service

- COAST Route 100 annual operating cost is ~\$42k.
- Operating cost of service to Sanford would depend on who operates the service.
  - COAST operating cost/hour: ~\$67
  - YCCA operating cost/hour: ~\$84
- Estimated annual operating cost for new service is \$75k - \$100k.



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Market Analysis

June 2021

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## Funding - Key Questions

- What federal formula funds available?
  - How do we provide a local match?
  - Are there opportunities to increase federal funding?
- What is the outlook for funding at the state level?
- Are there other funding opportunities?
  - Public-private partnerships?
  - Competitive federal grant programs?



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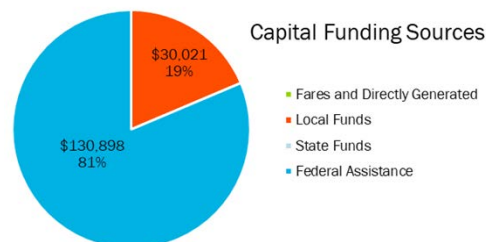
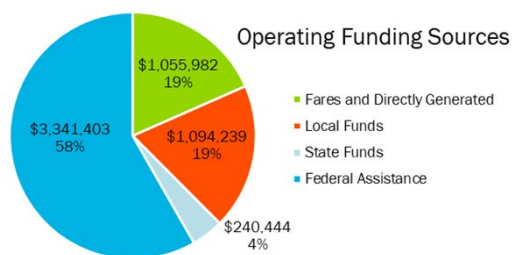
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## COAST Funding (FY19)



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Market Analysis

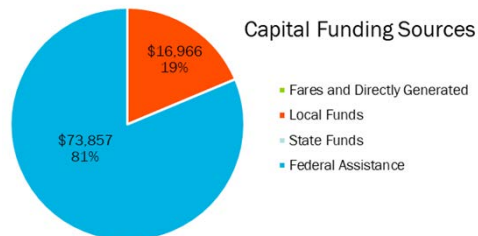
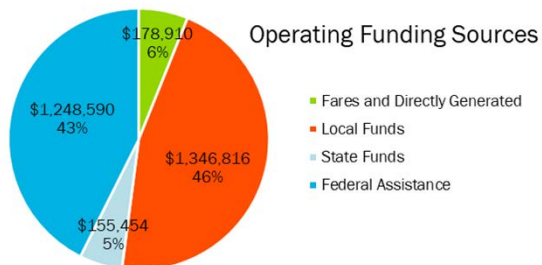
June 2021

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## York County Community Action Funding (FY19)



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## Federal Funding

### Formula Funds

- Urbanized area (5307) federal formula funds currently fully drawn down in both Maine and New Hampshire.
- Maine has Congestion Mitigation and Air Quality (CMAQ) funding available.

### Competitive Grant Programs

- Currently focus on the expanding service to the underserved and disadvantaged and innovation in service delivery.



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Market Analysis

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## State Funding

### Maine

- State public transit funds (which are used to provide a local match to federal formula funding) are generated from a rental vehicle tax.
- American Rescue Plan (ARP) funding for Maine Workforce Transportation Pilot (\$5 Million)

### New Hampshire

- New Hampshire provides up to half of the local match (10 percent) for operating formula funds.



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Market Analysis

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## Operator and Funding Options for Discussion

- CMAQ
  - Can support a three-year pilot
  - Maine DOT indicated ability to transfer to NH
  - 20% Local Match?
- Maine Workforce Transportation Pilot
  - Details TBD



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Market Analysis

June 2021

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## Town of Kittery and Portsmouth Naval Shipyard Joint Land Use Study (JLUS)

### TRANSIT ANALYSIS

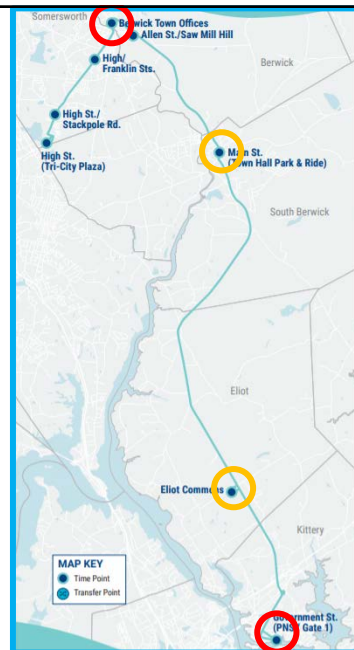
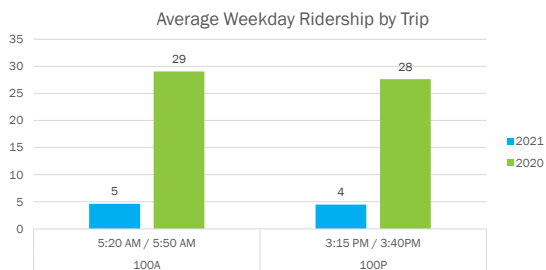
May 2021

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## COAST Ridership

- Established corridor
- Ridership primarily in the Hwy. 236 corridor
  - PNS; Berwick Town Offices
  - South Berwick Town Hall P&R; Elliot Commons



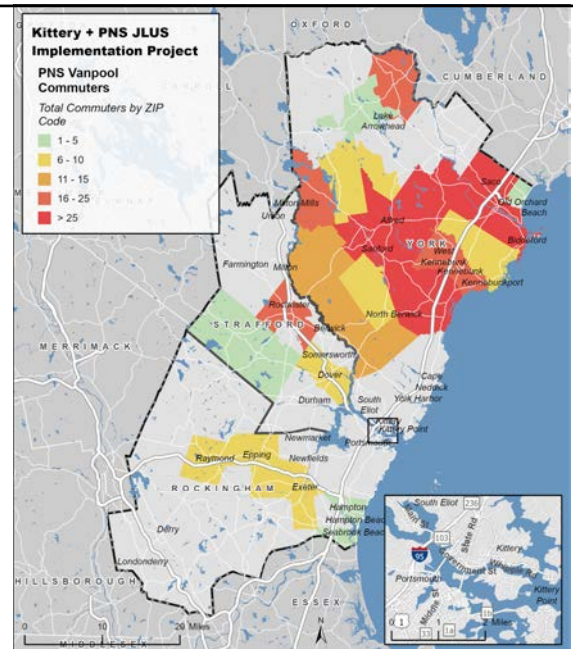
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## Vanpool Ridership

- PNS Vanpool data:
  - Map shows where commuters live who use vanpools.
  - Vanpool data is from December 2020.

Location	~ Number of Vanpoolers	Number of Vanpools
Springvale	52	14
Sanford	46	17
Saco	42	7
Biddeford	38	9
Wells	36	13
Limington	21	2
Gray	17	3
Kennebunk	17	6
Rochester	17	3
Lyman	16	5



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Market Analysis

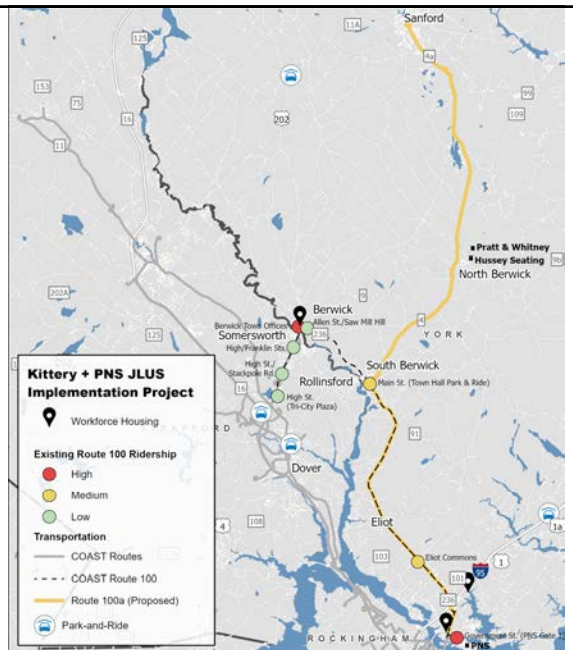
January 2021

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## Commuter Bus Alternatives

- Alternative 1:
  - Connects PNS to Sanford via North Berwick
  - Operates along Dow Highway (Hwy. 236) corridor, following COAST Route 100 alignment until South Berwick
    - Continues to serve Eliot Commons and South Berwick Town Hall Park & Rides
  - Provides new service along Hwy. 4/4A corridor, with possible stops at:
    - Hannaford Supermarket – North Berwick
    - Pratt & Whitney
    - Hussey Seating
    - Shaw's Supermarket – Sanford
    - Downtown Sanford



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Market Analysis

January 2021

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## Commuter Bus Alternatives

- **Alternative 2:**
  - Connects PNS to Sanford via Berwick
  - Operates along Dow Highway (Hwy. 236) corridor, following COAST Route 100 alignment until Berwick
    - Continues to serve Eliot Commons, South Berwick Town Hall, and Downtown Berwick
  - Provides new service along US 202 corridor, with possible stops at:
    - Lebanon Park & Ride (Depot Rd. & US 202)
    - Downtown Sanford



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Market Analysis

January 2021

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## Commuter Bus Alternatives

- **Alternative 3:**
  - Connects PNS to Sanford via North Berwick
  - Operates along Dow Highway (Hwy. 236) corridor, following COAST Route 100 alignment until Berwick
    - Continues to serve Eliot Commons, South Berwick Town Hall, and Downtown Berwick
  - Provides new service along Hwy. 9/4A corridor, with possible stops at:
    - Hannaford Supermarket – North Berwick
    - Pratt & Whitney
    - Hussey Seating
    - Shaw's Supermarket – Sanford
    - Downtown Sanford



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Market Analysis

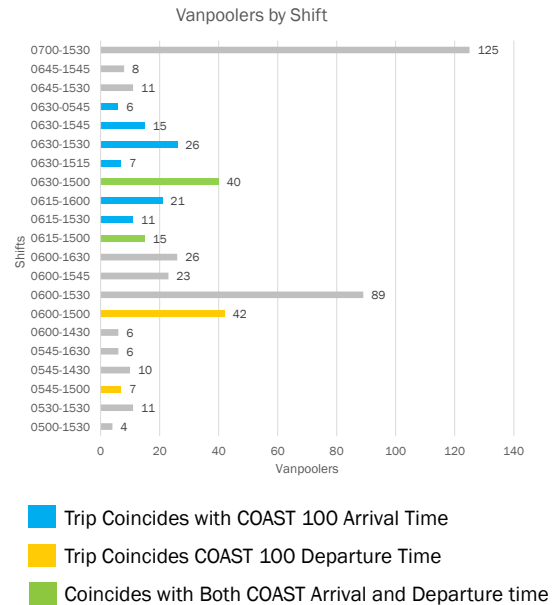
January 2021

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## Issues/Opportunities

- Shipyard has 3 main shifts
  - ~ 6:30 am – 3:00 pm
  - ~ 3:30 pm – 11:30 pm
  - ~ 11:00 pm – 7:30 am
- Route 100 Arrival – 6:03am
  - Suitable for a 6:15 or 6:30am shift start time
- Route 100 Departure - 3:15pm
  - Suitable for a 3:00pm shift end time
- Additional trips in established Route 100 corridor would provide more flexibility



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Market Analysis

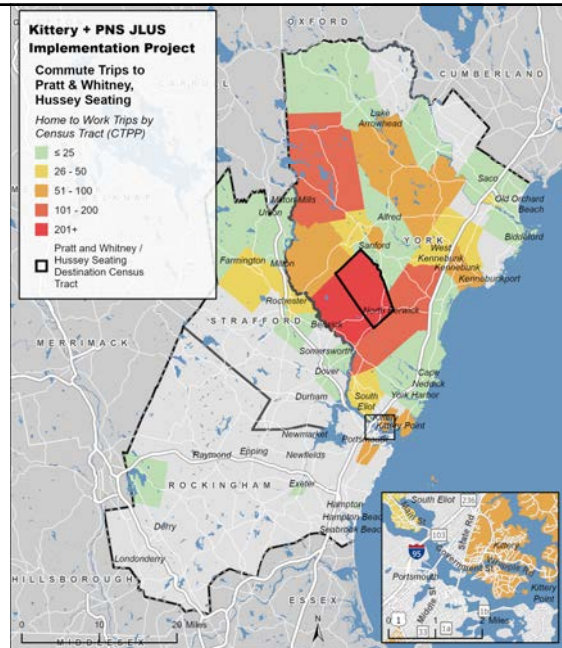
January 2021

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## Issues/Opportunities

- Concentration of major regional employers in North Berwick
  - Pratt & Whitney (~1500 jobs)
  - Hussey Seating (~300 jobs)
    - CTPP analysis shows that largest concentration of P&W and Hussey workers live in or near Berwick and North Berwick
    - Service to these major employers (Alternative 3) could supplement PNS ridership pool in Sanford, but service would need to be bi-directional to be most effective
    - Service to Pratt & Whitney and Hussey Seating could create funding partnership opportunities
    - Funding opportunities to be explored overall, with findings informing future service opportunities including Wells/PNS.



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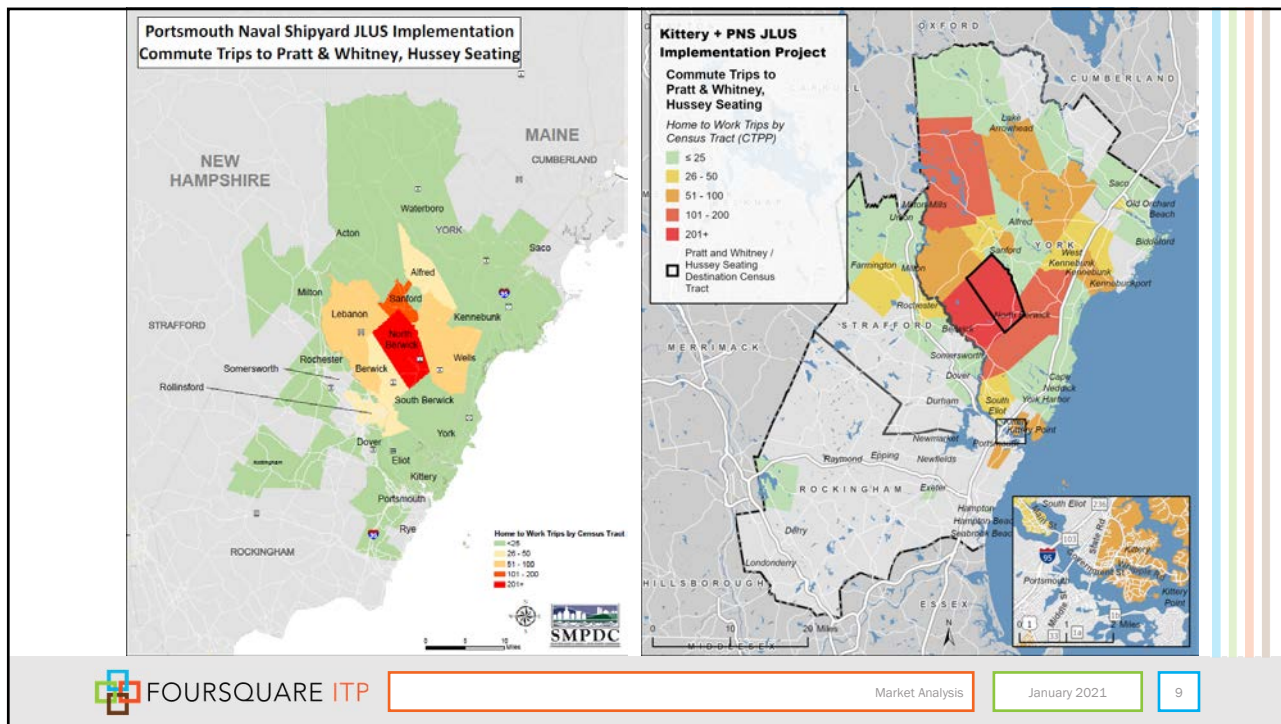
Market Analysis

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 **FOURSQUARE ITP**  
INTEGRATED TRANSPORTATION PLANNING

## Town of Kittery and Portsmouth Naval Shipyard Joint Land Use Study (JLUS)

IMPLEMENTATION COMMITTEE MEETING



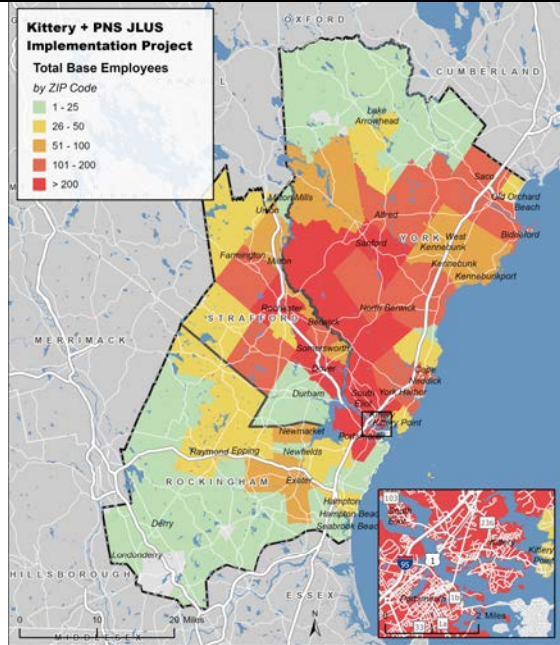
September 2021


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## Background

- To reduce SOV trips to the Portsmouth Naval Shipyard, transit service must align with the existing commuter market.
- Shipyard employees live throughout the Portsmouth/Kittery Region, but the highest concentrations are in the Spaulding Turnpike and Hwy. 236 corridors, as well as in and around Sanford.



 **FOURSQUARE ITP**

Implementation Committee Meeting

September 2021

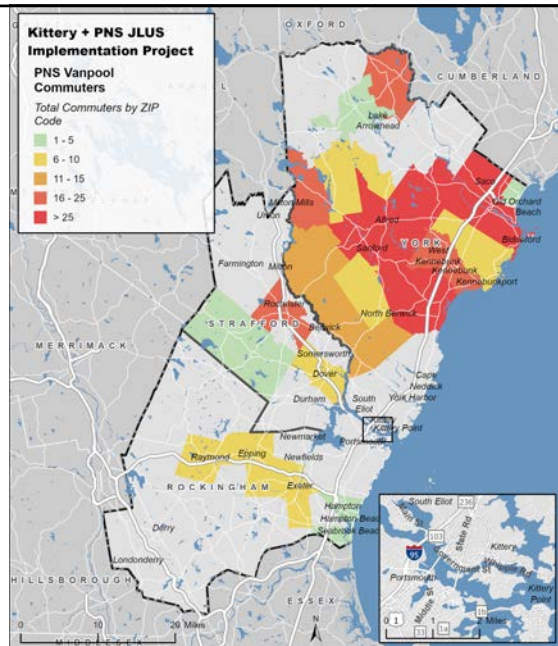
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## Vanpools

- A large network of private vanpools serves the shipyard daily.
- In December 2020, 31 of the vanpools came from Sanford area.

Location	~ Number of Vanpoolers	Number of Vanpools
Springvale	52	14
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Market Analysis

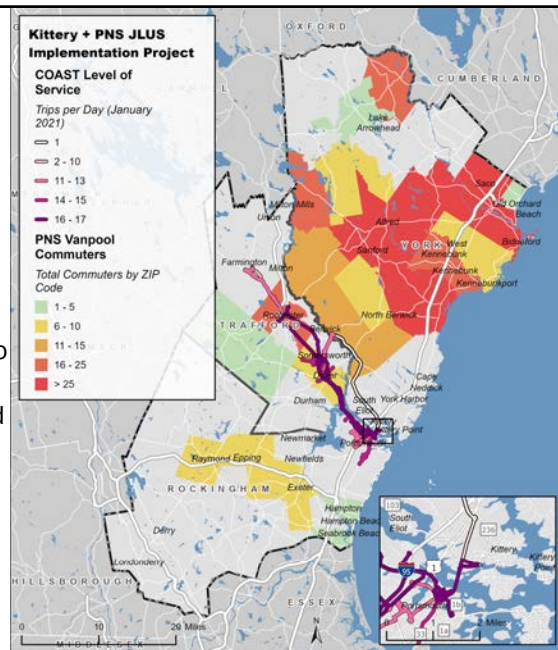
September 2021

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## Vanpools

- Vanpool ridership is most heavily concentrated in areas of York County where there is no fixed-route transit option to PNS.
  - Hourly fixed-route service is provided to PNS by COAST Route 44 (with numerous connection opportunities in Portsmouth to various Strafford County communities).
  - Very limited fixed-route service is provided by COAST Route 100 between PNS and communities in York County near the Strafford County border.
- Vanpool challenges:
  - Lack of travel flexibility
  - Resiliency in face of pandemic



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Market Analysis

September 2021

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## Opportunities

- One way to support vanpool growth and stability is to initiate a public vanpool program or a public-private vanpool program.
  - Many fully public vanpool programs that operate out public transportation agencies (such as those in Pierce and Snohomish Counties in Washington State) have historically operated at a profit.
  - Public-private programs provide financial support to private operators in exchange for data that can be reported to NTD, and thus generate additional federal transit formula funding and can become self-supporting. Start-up program funding would need to be identified.
- Van/Start and Van/Save programs are another way to support vanpools impacted by pandemic-related ridership declines.

### Best Practice:

Virginia operates a statewide VanStart / VanSave program open to any vanpool operator.



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Market Analysis

September 2021

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## Transit

- York County Community Action Corporation (YCCAC) has a fleet of 32 vehicles used to provide demand-response and deviated fixed-route service in communities throughout York County
  - Typical pull-out: 20 vehicles
  - 10 vehicles used for demand-response service
  - 10 vehicles used for “flex” deviated fixed-route service
  - No vehicles dedicated specifically to PNS service

### Weekly Local Rides

Routes have been designed to serve the closest regional shopping and medical destinations for each town served. Riders are usually picked up at their homes with a return trip an hour or more later.

- 1 - Find your town
- 2 - Match the color to the chart below
- 3 - Call for fare and to make a reservation
- 4 - Make your appointment for that day

Sanford Springvale	MONDAY to Sanford/Springvale
Alfred Waterboro	TUESDAY to Sanford/Springvale
Sanford Springvale	WEDNESDAY to Sanford/Springvale
Biddeford	WEDNESDAY to Biddeford
Kennebunk Ogunquit Wells	WEDNESDAY to Biddeford
Old Orchard Beach Saco	THURSDAY to Biddeford/Saco
Berwick North Berwick South Berwick	THURSDAY to Somersworth/Dover
Elliott Kittery York	FRIDAY to Newington/Portsmouth

For these towns - CALL. We may be able to add you to a neighboring schedule.

Action  
Arundel  
Buxton  
Cornish  
Dayton  
Hollis  
Kennebunkport  
Lebanon  
Limerick  
Limington  
Lyman  
Newfield  
Parsonsfield  
Shapleigh



FOURSQUARE ITP

Market Analysis

September 2021

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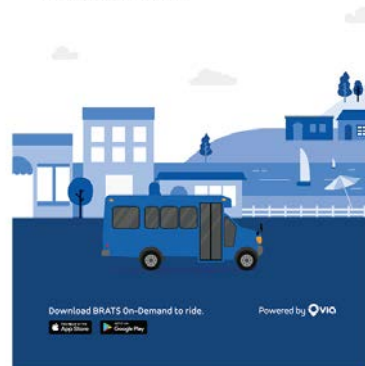
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## Opportunities

- A large number of privately operated bus and vanpools indicate unmet demand for service to PNS from throughout York County.
- YCCAC has a large fleet of vehicles, with a significant spare ratio (~33%), and a tradition of demand-response service.
- Recent advances in demand-response technology create opportunities to improve service for existing riders and expand service in York County, including to PNS.

**The same public transit service you know and love. But better.**

Use our brand new app to pre-schedule your ride or book to leave right away – the choice is yours.



FOURSQUARE ITP

Market Analysis

September 2021

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## Microtransit

- Technology-driven demand-response service.
  - More coverage than fixed-route service.
  - More user-friendly than traditional dial-a-ride service.
  - Familiar interface for those who have used Uber/Lyft app (phone reservations also available).
  - Effective approach for auto-oriented environments.
  - Serves as gauge of demand, without need to commit resources.



FOURSQUARE ITP

Market Analysis

September 2021

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## Case Studies

- Hall County, GA (WeGo)
  - Previously operated county-wide Dial-A-Ride and fixed-route service in the City of Gainesville
    - Fixed-route network provided poor coverage and infrequent service in fast-growing area
  - Fixed-route service replaced by microtransit service in December 2020
    - 5 vehicles covering 35 square miles
    - Service increased to 15 vehicles and 495 square mile in July 2021 when it expanded to replace county-wide Dial-A-Ride service
  - Distance-based fares
    - \$2 for first 5 miles, \$.50 per mile after that
  - App-based reservations
  - Cost per trip dropped from \$25.27 for fixed-route service to \$12.76 for microtransit service in first two months
    - Average wait times dropped from 45 minutes to 12 minutes
    - Ridership increased by 20%
  - Set up costs for transition funded through CARES Act



FOURSQUARE ITP

Case Studies

September 2021

9

9

## Case Studies

- Baldwin County, AL (BRATS)
  - Previously offered a county-wide transit service that required bookings 2-3 days in advance.
    - Somewhere between fixed-route and demand response because routes were designed every day based on bookings.
  - Re-launched as microtransit service in September 2020.
    - Distance-based pricing
      - Average trip length = 10.2 miles
    - 22 vehicles covering over 1,600 square mile area
    - Passengers encouraged to book in advance to improve likelihood of accommodation, but last-minute bookings are also accepted
    - 35% of bookings through app
  - No cash accepted
    - Passengers without credit cards or bank accounts are instructed to purchase pre-paid debit cards at Walmart
  - Commuter route to Mobile, AL runs 2-3 times per day
    - Passengers book seat through microtransit app
    - 3 pick-up locations in Baldwin County
      - Fairhope > to Mobile = \$3.50
      - Daphne > to Mobile = \$3.00
      - Spanish Fort > to Mobile = \$2.50
  - Ridership and productivity growing; customer satisfaction very high
  - Funded through FTA Integrated Mobility Innovation grant
    - Covers microtransit platform service fees for 60 months



One-way ride pricing.

0 - 5 Miles	\$2.00
5.1 - 10 Miles	\$2.50
10.1 - 15 Miles	\$3.00
15.1 - 20 Miles	\$3.50
20.1 - 25 Miles	\$4.00
25.1 - 30 Miles	\$4.50
30.1 - 35 Miles	\$5.00

Additional guest - \$2 flat fare.

Dial-a-Ride      Microtransit

	19-Oct	20-Apr	20-Oct	21-Apr	21-Jun
# of passenger trips	9474	1467	5163	6384	6267
trips/revenue hour	0.309	0.470	0.532	0.463	0.577
operating cost/trip	11.39	78.88	26.89	22.25	20.73



FOURSQUARE ITP

Case Studies

September 2021

10

10



## Case Studies

- **Sussex County, DE (DART First State)**
  - Previously operated deviated fixed route service in towns of Georgetown and Millsboro
    - Hourly service frequency
  - Replaced in April 2021 with DART Connect microtransit service
    - Trips booked through app or by calling toll-free number
    - Service typically provided within 15 minutes
    - 3 vehicles covering 9 square mile zone
  - Strong ridership growth
    - Within one month of launching DART Connect, ridership grew from an average of 25 passengers per day on the two flex routes to more than 87 passengers per day on the new microtransit service
  - Funded through FTA Accelerating Innovative Mobility



FOURSQUARE ITP

Case Studies

September 2021

11

11

## Case Studies

- **Albany, NY (CDTA)**
  - CDTA was looking for a way to provide supplemental service in poorly served areas between strong transit corridors (US-20 and RT 5)
  - Launched FLEX by CDTA microtransit service as a pilot project in January 2020.
    - Target wait time of 15-20 minutes
    - Service available from 6AM to 9PM on weekdays and 10AM to 6PM on Saturdays
  - 16 square mile zone served by two vehicles
    - Includes retail, office parks, and residential areas
    - Also includes out-of-zone "pins" (UAlbany, Albany International Airport)
  - 3 riders in first week of service; grew to 80 rides per day after 2.5 months
    - Diverse trip types including internal errands, shopping, etc., and first/last mile commuter connections
  - Reservations made through smartphone app
    - Call-in options available as well
  - Funded through general operating funds
    - Exploring FTA grants for expansion



FOURSQUARE ITP

Case Studies

September 2021

12

12

## Funding Opportunities

### ■ Pursue Pilot Funding

*These recommendations are in descending order.*

1. Workforce Transportation Pilot (American Rescue Plan / Maine Jobs & Recovery Plan)
2. Congestion Mitigation and Air Quality (CMAQ)
  - Provides three years of funding for eligible activities, however, year 3 can be used across three years (years 3, 4, and 5).
3. Public Transportation Innovation (5312)
  - Discretionary grant fund, typically distributed via small grant programs with a specific purposes.
  - Very competitive grant selection process; total funding is \$33 million in FY21.

### ■ Considerations

- There is interest on Capitol Hill in resending the American Rescue Plan funding. Once these funds are obligated, they will be difficult to rescind.
- It is best to assume any source will require a local match of 20%. If the pilot ends up replacing existing service, this may create an opportunity to re-purpose existing local match funding.
- Ultimately should the pilot succeed a long-term funding source would need to be identified, if the pilot was not replacing existing service.



FOURSQUARE ITP

Market Analysis

September 2021

13

13



14

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## C. Multimodal Hub Feasibility Supporting Information

PNS Survey Results

2. Which shift do you work?

[More Details](#)

● First	866
● Second	38
● Third	2

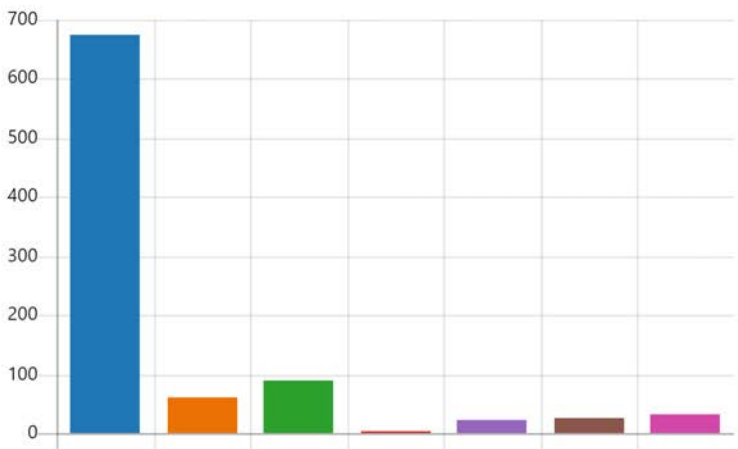


3. What is the primary method of travel to work that you TYPICALLY use on a weekday?

[More Details](#)

Insights

● Drive Alone	675
● Carpool	59
● Vanpool	88
● COAST Transit	4
● Walk	22
● Ride a Bicycle	27
● Other	31

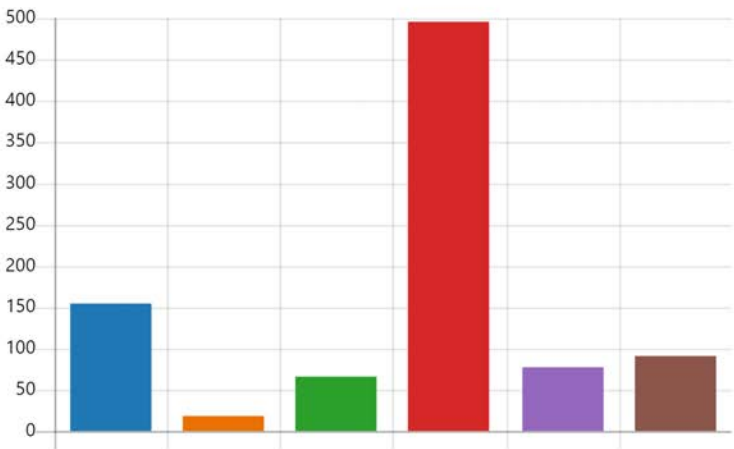


4. What is the most important factor that influences which method you currently use to travel to the Shipyard?

[More Details](#)

Insights

● Time spent on journey	155
● Comfort	19
● Cost	67
● Flexibility to come/go as need...	496
● Location of parking to my wor...	77
● Other	92

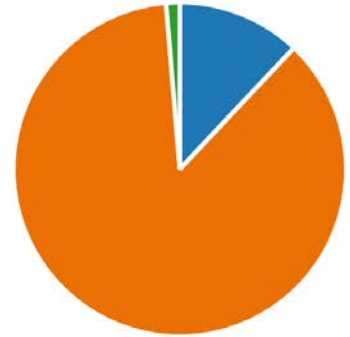


5. Do you currently participate in the Transportation Incentives Program (TIP)?

[More Details](#)

[Insights](#)

Yes	109
No	785
I'm not aware of the program	12



6. If there were a new commuter route connecting the Shipyard with Sanford, including new park and ride lots along the route, would you consider riding it?

[More Details](#)

[Insights](#)

Yes	161
No	745



7. If you would NOT consider riding a new commuter route connecting the Shipyard with Sanford, please explain why (optional)

[More Details](#)

[Insights](#)

684

Responses

Latest Responses

"I live to far from Sanford , ME"

""

"because I work alternating times and if over time not a weekly comin..."

8. If there were more affordable (workforce) housing options closer to the Shipyard, would you consider moving?

[More Details](#)

[Insights](#)

Yes	348
No	558





9. If you would NOT consider moving closer to the Shipyard for more affordable (workforce) housing options, please explain why (optional)

[More Details](#)

 Insights

503

Responses

Latest Responses




*"why wouldn't I want to live closer to work? I spend hundreds of hours..."*

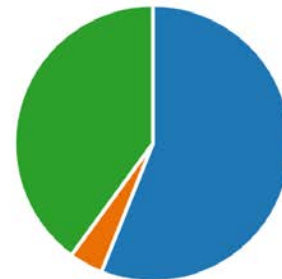
*"Settled w/kids and have you tried buying a house lately?"*

*"I don't want to live in a any town, to loud."*

10. If you were to move closer to the Shipyard, what type of housing would you prefer?

[More Details](#)

	Single-family	508
	Multi-family	36
	N/A. I wouldn't consider movi...	362



11. On a TYPICAL day, how long is your commute from HOME to your WORK location at the Shipyard? (in minutes)

[More Details](#)

 Insights

906

Responses

Latest Responses

*"35 minutes"*

*"1 hour"*

*"30 to 45 minutes considering traffic"*

12. On a TYPICAL day, how long is your commute from your WORK location at the Shipyard to HOME, if different? (optional)

[More Details](#)

0

Responses

Latest Responses

13. On a TYPICAL day, how much time of this commute is spent in the last mile just BEFORE the gate until you reach your work location?

[More Details](#)

 Insights

906

Responses

Latest Responses

*"10 minutes"*

*"Van pool - About 10 minutes. Driving by myself - varies depending o..."*

*"10 to 15 minutes"*

14. On a TYPICAL day, how much time of this commute is spent from leaving your work location to just AFTER the gate, if different? (optional)

[More Details](#)

[Insights](#)

763

Responses

Latest Responses

"35 minutes"

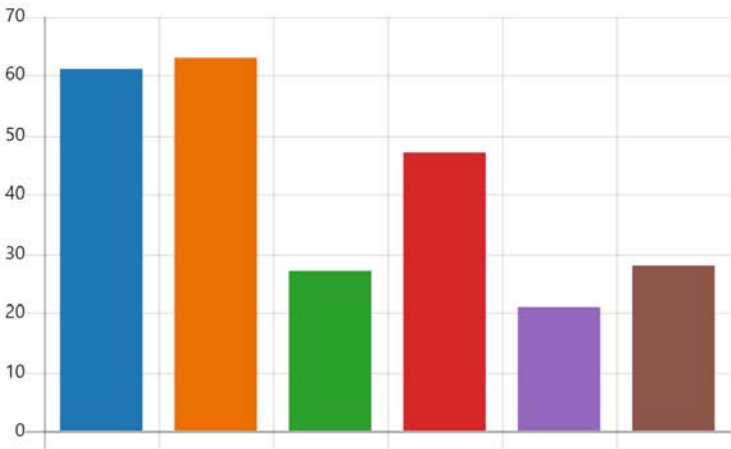
"Vanpool - 5 minutes. Driving by myself trying to leave at 15:30 - 1 h..."

"30 minutes"

15. If you were willing to park in a secure satellite lot, off-island, which of the following methods would you consider for completing your journey, assuming all can bypass on-island traffic queues? (you can select multiple choices):

[More Details](#)

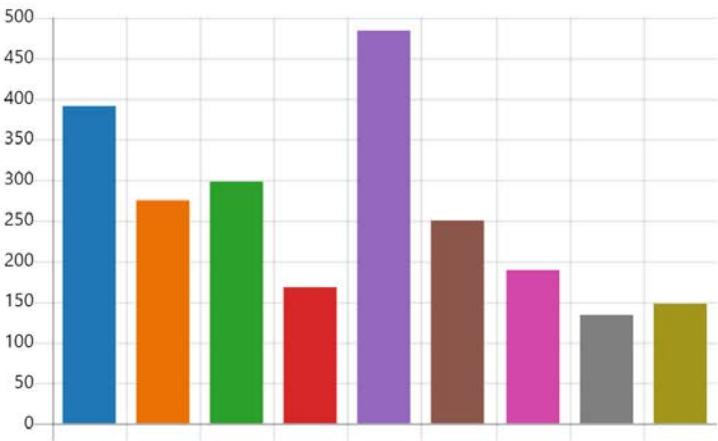
Van Shuttle	61
Bus	63
Bicycle/Bike Share	27
Walking	47
I would not be willing to park ...	21
N/A. These are not travel opti...	28



16. If you were willing to park in a secure satellite lot, off-island, which of the following would be your top-3 preferred amenities?

[More Details](#)

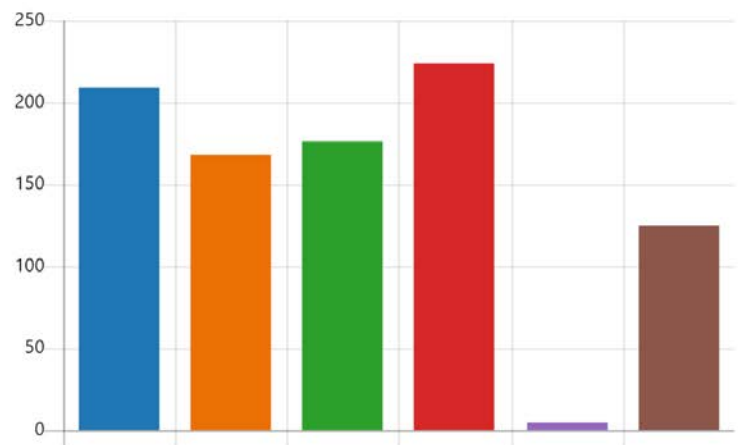
Covered parking	392
Heated/cooled waiting area	275
Bathrooms	297
A place to buy coffee, snacks	169
Improved walking/biking rout...	484
Secured bicycle parking or an ...	250
On-site security/assistant	188
N/A. This is not a travel option...	133
Other	147



## 17. Which of the following benefits would potentially influence you to utilize a secure, off-island park and ride?

[More Details](#)

● Saving journey time by bypass...	209
● Removing the stress from havi...	168
● Frequent, reliable shuttle servi...	176
● Guaranteed emergency ride t...	224
● On-site dead battery service	4
● N/A. This is not a travel option...	125



## 18. Is there any other information you would like to share regarding your answers to the questions in this survey? (optional)

[More Details](#)

Insights

439

Responses

Latest Responses

"The time it takes to get off base makes alternative places to work ver...

"Recommend using existing park and rides with shuttles or another su...

""



### KITTERY TRANSPORTATION CENTER DEVELOPMENT OPPORTUNITY Potential Redevelopment of 2 Ranger Drive, Kittery



#### Site Location



Continued growth at the Portsmouth Naval Shipyard (PNS) has been identified as a contributing factor to the issue of traffic and parking demand in the Kittery/Foreside area. Over 9,000 PNS workers and contractors travel to the Shipyard daily, however only 5,000 parking spaces are available on the island.

To create a noticeable reduction in parking challenges and congestion, Shipyard workers would require an off-site parking facility that could accommodate 10% (i.e. roughly 500) of the current spaces on PNS. Two Ranger Drive can play an important role in the solution by providing a new intercept transportation center linked by frequent shuttle to Foreside and PNS.

This high-profile project would create a multi-modal facility which would become a transportation hub for the local workforce and community members (to include Dept. of Defense employees.) The hub would include multi-modal amenities, shuttle service to nearby employment centers, food service kiosks and other potential land uses on-site for use by the general public. Activating and improving the visibility of 2 Ranger Drive can increase the overall value of the site by supporting the community's most vital economic contributor for years to come.

Potential public development partners and their contribution to this opportunity, include:

- **The Town of Kittery-** The Town is willing to consider entering into a shared maintenance agreement to cover parking maintenance and snow clearance.
- **The U.S. Navy-** The large Naval presence in the Kittery Foreside area can contribute to the sustenance of a viable operation of this scale by providing stable demand for parking and a reliable customer base.
- **Federal Contractors-** The sustained level of new construction at the Shipyard will motivate contractors to seek nearby off-yard options to meet their need for administrative spaces, workforce transit, and lodging.
- **State and Federal Partners-** The concept has potential eligibility for a range of State and Federal grants to support the planning, design and construction costs of the hub-related elements on-site.

#### Conceptual Use Allocation



*Transit related and joint development opportunity areas shown for illustrative purposes, only. Final configuration to be determined.*



## **EXISTING SITE- GENERAL INFORMATION**

**Parcel Size:** 4.5 acres

**Current Use(s):** Auto Auction; Portion Undeveloped

**Current Zoning:** Commercial 3 (C-3)

This zone intends to introduce a mix of housing, businesses and services to an area that serves as one of the gateways to Kittery and all of Maine. Existing infrastructure, proximity to residential neighborhoods, and direct access to I-95 give this zone opportunities for housing and commercial uses, as well as improved pedestrian access, to serve residents and commuters.

### **Permitted Uses:**

- By right- Business and professional offices; Commercial parking lot or garage; Retail uses; Convenience store; Business service; Restaurant
- By special exception- Dwelling units as part of a mixed-use building

### **Zoning Allowances:**

- Residential units permitted- 16 per acre, or 20 per acre if 25% are affordable units
- Non-residential uses must occupy at least 50% of street-facing ground floor level
- Maximum impervious surface of 70%
- Maximum height, 40'
- Maximum 15' front setback, minimum 10' side and rear setbacks

## **CONCEPTUAL USE ALLOCATION (as illustrated)**

- ~600 parked cars accommodated (minimum)
- Climate-controlled shuttle boarding area
- Secure 3,000sf pavilion with bathrooms and retail stalls
- 24,000sf joint development parcel for PNS and other commercial tenant or workforce housing
- Amenities including signage, lighting, landscaping, security, real-time passenger info kiosk, bike parking

## **OTHER BENEFITS**

- Proximity to Coastal Fitness for residential tenants and daily Shipyard workers with no existing adjacent competition
- Opportunity for highway advertisement
- Potential shared parking opportunity with nearby affordable housing opportunity
- No zoning adjustments required

Contact for more information:

**Adam Causey**

Director of Planning and  
Development, Town of Kittery  
[acausey@kitteryme.org](mailto:acausey@kitteryme.org)



*Multimodal hub with covered waiting areas  
(Example from Paris, France)*



*Context-sensitive multimodal hub with natural amenities  
(Example concept in Colorado)*



# KITTERY TRANSPORTATION CENTER DEVELOPMENT OPPORTUNITY

## Potential Redevelopment of 15-23 State Road, Kittery



### Site Location



Continued growth at the Portsmouth Naval Shipyard (PNS) has been identified as a contributing factor to the issue of traffic and parking demand in the Kittery/Forside area. Over 9,000 PNS workers and contractors travel to the Shipyard daily, however only 5,000 parking spaces are available on the island.

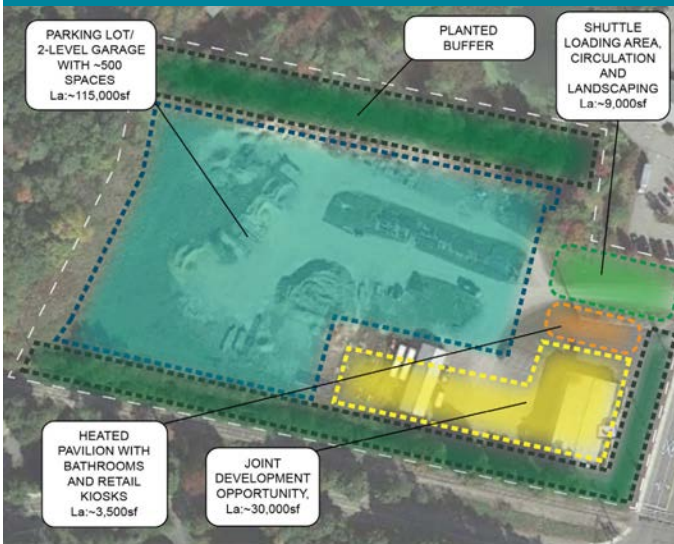
To create a noticeable reduction in parking challenges and congestion, Shipyard workers would require an off-site parking facility that could accommodate 10% (i.e. roughly 500) of the current spaces on PNS. Fifteen to twenty-three State Road can play an important role in the solution by providing a new intercept transportation center linked by frequent shuttle to Forside and PNS.

This high-profile project would create a multi-modal facility which would become a transportation hub for the local workforce and community members (to include Dept. of Defense employees.) The hub would include multi-modal amenities, shuttle service to nearby employment centers, food service kiosks and other potential land uses on-site for use by the general public. Activating and improving the visibility of 15-23 State Road can increase the overall value of the site by supporting the community's most vital economic contributor for years to come.

Potential public development partners and their contribution to this opportunity, include:

- **The Town of Kittery-** The Town is willing to consider entering into a shared maintenance agreement to cover parking maintenance and snow clearance.
- **The U.S. Navy-** The large Naval presence in the Kittery Forside area can contribute to the sustainment of a viable operation of this scale by providing stable demand for parking and a reliable customer base.
- **Federal Contractors-** The sustained level of new construction at the Shipyard will motivate contractors to seek nearby off-yard options to meet their need for administrative spaces, workforce transit, and lodging.
- **State and Federal Partners-** The concept has potential eligibility for a range of State and Federal grants to support the planning, design and construction costs of the hub-related elements on-site.

### Conceptual Use Allocation



Transit related and joint development opportunity areas shown for illustrative purposes, only. Final configuration to be determined.



## EXISTING SITE- GENERAL INFORMATION

**Parcel Size:** 6.25 acres

**Current Use(s):** Thrift Store; Portion Undeveloped

**Current Zoning:** Business Local (BL-1)

This zone intends to encourage a compact village design pattern that will serve as a focal point for the provision of local sales, urban residences, services and business space. The goal of this zone is to create an attractive, functional and vibrant pedestrian-scaled neighborhood supporting a mix of commercial and residential uses.

### Permitted Uses:

- By right- Business and professional offices; Retail business and service establishment; Business and professional offices; Dwelling units as part of a mixed-use building; Commercial parking lot or parking garage; Restaurant; Convenience store; Business service

### Zoning Allowances:

- Residential land area minimum- 2,500sf per dwelling unit when all floors are residential, 2,000sf per unit if five or more dwelling units are proposed with a minimum of one street-facing nonresidential use on the first floor, or 1,500sf per unit if 25% or more of units are affordable
- Maximum impervious surface of 70%
- Maximum height, 40'
- Maximum 20' front setback, minimum 10' side and rear setbacks

### CONCEPTUAL USE ALLOCATION (as illustrated)

- ~500 parked cars accommodated (minimum)
- Climate-controlled shuttle boarding area
- Secure 3,500sf pavilion with bathrooms and retail stalls
- 30,000sf joint development parcel for PNS and other commercial tenant or workforce housing
- Amenities including signage, lighting, landscaping, security, real-time passenger info kiosk, bike parking

### OTHER BENEFITS

- Well-positioned for use of both Shipyard workers and other passing traffic with no existing adjacent development
- Adjacent to rail spur connection to PNS under consideration for conversion to rail trail
- No zoning adjustments required

Contact for more information:  
**Adam Causey**  
Director of Planning and  
Development, Town of Kittery  
[acausey@kitteryme.org](mailto:acausey@kitteryme.org)



*Multimodal hub with covered waiting areas  
(Example from Paris, France)*

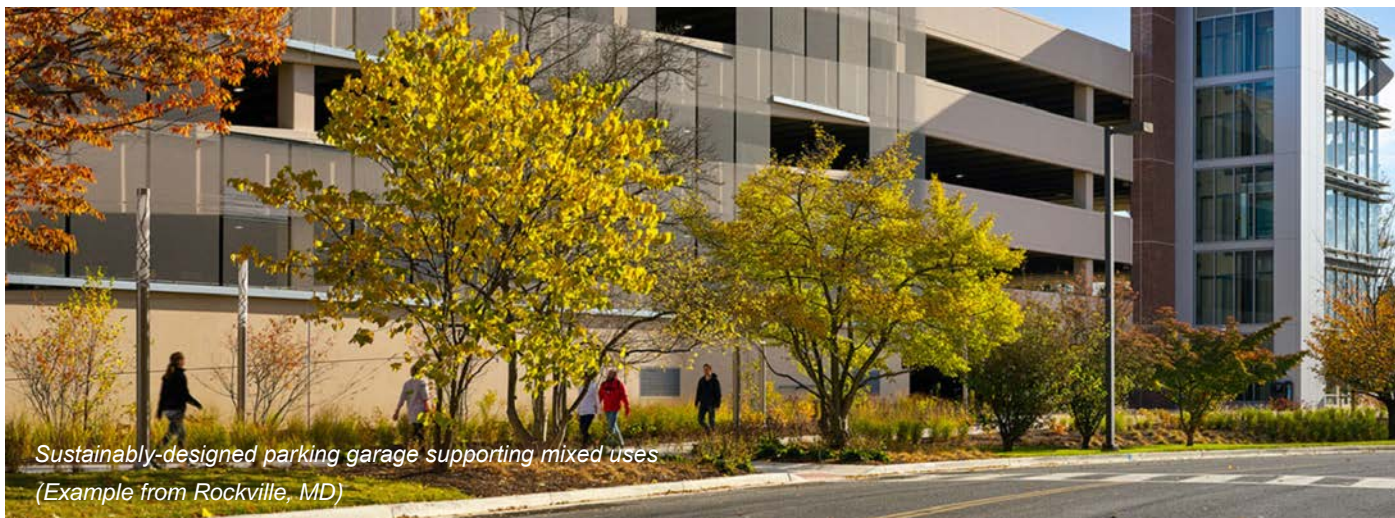


*Context-sensitive multimodal hub with natural amenities  
(Example concept in Colorado)*



# KITTERY TRANSPORTATION CENTER DEVELOPMENT OPPORTUNITY

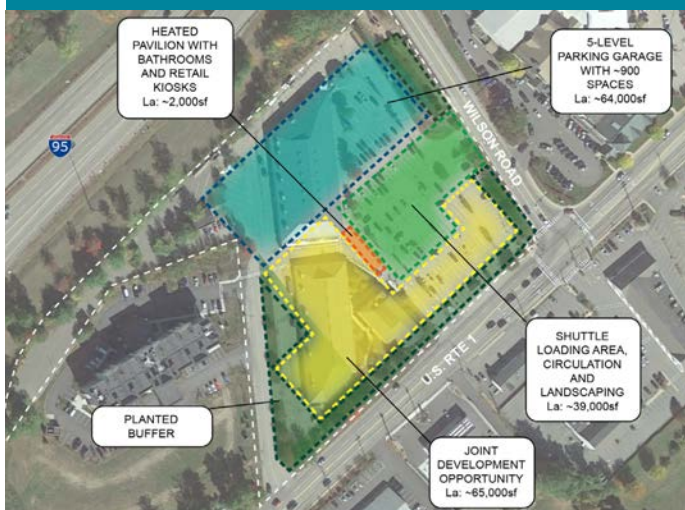
## Potential Redevelopment of 283 US Route 1, Kittery



### Site Location



### Conceptual Use Allocation



*Transit related and joint development opportunity areas shown for illustrative purposes, only. Final configuration to be determined.*

Continued growth at the Portsmouth Naval Shipyard (PNS) has been identified as a contributing factor to the issue of traffic and parking demand in the Kittery/Foreside area. Over 9,000 PNS workers and contractors travel to the Shipyard daily, however only 5,000 parking spaces are available on the island.

To create a noticeable reduction in parking challenges and congestion, Shipyard workers would require an off-site parking facility that could accommodate 10% (i.e. roughly 500) of the current spaces on PNS. Two hundred eighty-three US Route 1 can play an important role in the solution by providing a new intercept transportation center linked by frequent shuttle to Foreside and PNS.

This high-profile project would create a multi-modal facility which would become a transportation hub for the local workforce and community members (to include Dept. of Defense employees.) The hub would include multi-modal amenities, shuttle service to nearby employment centers, food service kiosks and other potential land uses on-site for use by the general public. Activating and improving the visibility of 283 US Route 1 can increase the overall value of the site by supporting the community's most vital economic contributor for years to come.

Potential public development partners and their contribution to this opportunity, include:

- **The Town of Kittery-** The Town is willing to consider entering into a shared maintenance agreement to cover parking maintenance and snow clearance.
- **The U.S. Navy-** The large Naval presence in the Kittery Foreside area can contribute to the sustenance of a viable operation of this scale by providing stable demand for parking and a reliable customer base.
- **Federal Contractors-** The sustained level of new construction at the Shipyard will motivate contractors to seek nearby off-yard options to meet their need for administrative spaces, workforce transit, and lodging.
- **State and Federal Partners-** The concept has potential eligibility for a range of State and Federal grants to support the planning, design and construction costs of the hub-related elements on-site.



## **EXISTING SITE- GENERAL INFORMATION**

**Parcel Size:** 7.4 acres

**Current Use(s):** Retail- The Kittery Outlets

**Current Zoning:** Commercial 1 (C-1)

This zone intends to add a range of uses and building types, including residential, to a vehicle-dependent predominately retail-oriented shopping area with proximity to several small neighborhoods. The presence of significant existing infrastructure and the opportunity to redevelop under-utilized properties for a diversity of housing types, restaurants, services and shops with increased pedestrian access will allow the Town to advance Comprehensive Plan housing and economic development goals and meet the needs of residents into the future.

### **Permitted Uses:**

- By right- Business and professional offices; Commercial parking lot or garage; Retail uses; Convenience store; Business service; Restaurant
- By special exception- Dwelling units as part of a mixed-use building

### **Zoning Allowances:**

- Residential units permitted- 16 per acre, or 20 per acre if 25% are affordable units
- Non-residential uses must occupy at least 50% of street-facing ground floor level
- Maximum impervious surface of 70%
- Maximum height, 40'
- Maximum 15' front setback, minimum 10' side and rear setbacks

## **CONCEPTUAL USE ALLOCATION (as illustrated)**

- ~900 parked cars accommodated (minimum)
- Climate-controlled shuttle boarding area
- Secure, 2,000sf pavilion with bathrooms and retail stalls
- 65,000sf joint development parcel for PNS and other commercial tenant or workforce housing
- Amenities including signage, lighting, landscaping, security, real-time passenger info kiosk, bike parking

## **OTHER BENEFITS**

- Well-positioned for use of both Shipyard workers and other passing traffic
- Opportunity for highway advertisement
- No zoning adjustments required

Contact for more information:  
**Adam Causey**  
Director of Planning and  
Development, Town of Kittery  
[acausey@kitteryme.org](mailto:acausey@kitteryme.org)



*Multimodal hub with covered waiting areas  
(Example from Paris, France)*



*Context-sensitive multimodal hub with natural amenities  
(Example concept in Colorado)*



# KITTERY TRANSPORTATION CENTER DEVELOPMENT OPPORTUNITY

## Potential Redevelopment of 10 Shapleigh Road, Kittery



### Site Location



Continued growth at the Portsmouth Naval Shipyard (PNS) has been identified as a contributing factor to the issue of traffic and parking demand in the Kittery/Foreside area. Over 9,000 PNS workers and contractors travel to the Shipyard daily, however only 5,000 parking spaces are available on the island.

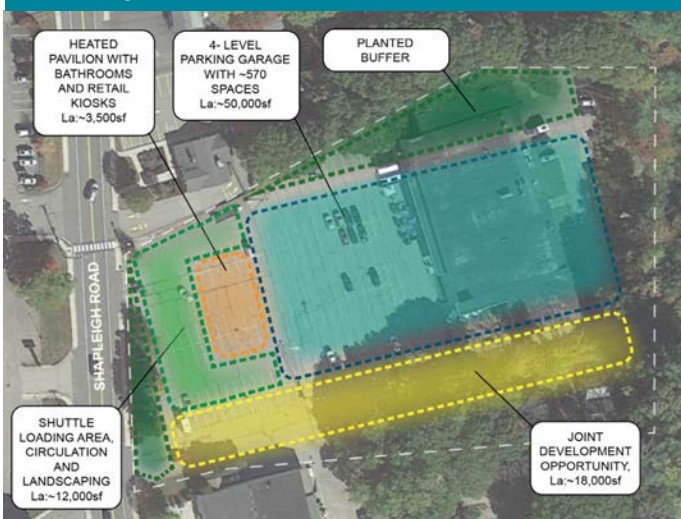
To create a noticeable reduction in parking challenges and congestion, Shipyard workers would require an off-site parking facility that could accommodate 10% (i.e. roughly 500) of the current spaces on PNS. Ten Shapleigh Road can play an important role in the solution by providing a new intercept transportation center linked by frequent shuttle to Foreside and PNS.

This high-profile project would create a multi-modal facility which would become a transportation hub for the local workforce and community members (to include Dept. of Defense employees.) The hub would include multi-modal amenities, shuttle service to nearby employment centers, food service kiosks and other potential land uses on-site for use by the general public. Activating and improving the visibility of 10 Shapleigh Road can increase the overall value of the site by supporting the community's most vital economic contributor for years to come.

Potential public development partners and their contribution to this opportunity, include:

- **The Town of Kittery-** The Town is willing to consider entering into a shared maintenance agreement to cover parking maintenance and snow clearance.
- **The U.S. Navy-** The large Naval presence in the Kittery Foreside area can contribute to the sustenance of a viable operation of this scale by providing stable demand for parking and a reliable customer base.
- **Federal Contractors-** The sustained level of new construction at the Shipyard will motivate contractors to seek nearby off-yard options to meet their need for administrative spaces, workforce transit, and lodging.
- **State and Federal Partners-** The concept has potential eligibility for a range of State and Federal grants to support the planning, design and construction costs of the hub-related elements on-site.

### Conceptual Use Allocation



*Transit related and joint development opportunity areas shown for illustrative purposes, only. Final configuration to be determined.*



## EXISTING SITE- GENERAL INFORMATION

**Parcel Size:** 3.12 acres

**Current Use(s):** Brewery; Post Office

**Current Zoning:** Business Local (BL-1)

This zone intends to encourage a compact village design pattern that will serve as a focal point for the provision of local sales, urban residences, services and business space. The goal of this zone is to create an attractive, functional and vibrant pedestrian-scaled neighborhood supporting a mix of commercial and residential uses.

### **Permitted Uses:**

- By right- Business and professional offices; Retail business and service establishment; Business and professional offices; Dwelling units as part of a mixed-use building; Commercial parking lot or parking garage; Restaurant; Convenience store; Business service

### **Zoning Allowances:**

- Residential land area minimum- 2,500sf per dwelling unit when all floors are residential, 2,000sf per unit if five or more dwelling units are proposed with a minimum of one street-facing nonresidential use on the first floor, or 1,500sf per unit if 25% or more of units are affordable
- Maximum impervious surface of 70%
- Maximum height, 40'
- Maximum 20' front setback, minimum 10' side and rear setbacks

## CONCEPTUAL USE ALLOCATION (as illustrated)

- ~570 parked cars accommodated (minimum)
- Climate-controlled shuttle boarding area
- Secure 3,500sf pavilion with bathrooms and retail stalls
- 18,000sf joint development parcel for PNS and other commercial tenant or workforce housing
- Amenities including signage, lighting, landscaping, security, real-time passenger info kiosk, bike parking

## OTHER BENEFITS

- Well-positioned for use of both Shipyard workers and other passing traffic
- No zoning adjustments required

Contact for more information:  
**Adam Causey**  
Director of Planning and  
Development, Town of Kittery  
[acausey@kitteryme.org](mailto:acausey@kitteryme.org)



*Multimodal hub with covered waiting areas  
(Example from Paris, France)*



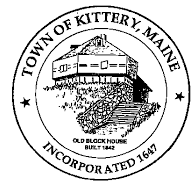
*Context-sensitive multimodal hub with natural amenities  
(Example concept in Colorado)*





## Development Solicitation Request for Information

2 Ranger Drive  
Mixed Use Development Parcel  
  
Kittery, Maine







Date

Dear Prospective Developer:

The Town of Kittery is excited to present this Request for Interest (RFI) for a mixed-use development parcel. The approximately 4.5 acre parcel is located just north of the intersection of Ranger Drive and Valles Road. This site is easily accessed via the Route 1 Bypass, the parallel Interstate 95 (Maine Turnpike) via exit 1 and Dennett Road, and is currently developed. It is also located within 1.4 miles of Kittery's historic Foreside neighborhood and town center, and the Portsmouth Naval Shipyard, a critical anchor for both the Town's and region's economy. The Shipyard's facilities host over 9,000 workers whose mobility and housing opportunities are of key consideration for the Town's ongoing development efforts. The site currently hosts a wholesale auto auction facility.

The Town of Kittery is looking for a partner for this project who can bring vision and expertise to the development of this important site. The Town has already **(identify investments and other actions that demonstrate support future development of the site and financial capability)** and commits to providing the necessary ongoing support to assure a successful outcome to this development. The Town is committed to reducing barriers and providing incentives, clarity and certainty throughout the development process for projects that support the Town's economic and community development objectives.

The Town is eager to to collaborate to develop a quality project that supports our objectives for the site. On behalf of the Town of Kittery, thank you for your interest in this Request for Interest.

Sincerely,

Contact

Town of Kittery

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# I. INTRODUCTION

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The Town of Kittery seeks an innovative developer(s)/partner(s) for the first phase of mixed-use development at 2 Ranger Drive. Some goals identified in the Town's 2015-2025 Comprehensive Plan include the following:

- **Support desirable economic development**, reduce dependence on Portsmouth Naval Shipyard, and increase the Town's tax base while also providing local jobs.
- **Provide a range of housing types** to meet the needs of individuals throughout the life cycle and to support residents with a diversity of incomes.
- **Improve safety and ease of getting around town** and better connect the "pieces" of Kittery. Also provide safe and pleasant alternatives to automobile travel with safe and pleasant bike and walking paths.

Redevelopment of the 2 Ranger Drive site is an opportunity to advance and interlink some of these goals as Kittery begins pursuing short-term, high-impact improvements that shift the trajectory of its long-term evolution.

The 2 Ranger Drive site is in Kittery, the southernmost town along coastal Maine with the distinction of being the first established town in the state. Kittery's southern boundary is shared across the Piscataqua River with the City of Portsmouth, New Hampshire. Both municipalities are destinations in their own right, and located less than 5 minutes off of Interstate 95. The site is located on Ranger Drive, a short distance from travel corridors which link directly to downtown Portsmouth to the south, or to the Town of York to the north. The subject site is 4.5 acres of partially-developed land ready for a new approach. The Town seeks an innovative partner to create a desirable destination and commuter bypass location prior to entering the Foreside/downtown area of historic Kittery. The Portsmouth Naval Shipyard, employing more than 9,000 people calls Kittery "home", along with the Town's ~10,000 residents. The Town is positioned near other large regional employers and destinations, such as the Pease Tradeport.

Kittery promises to deliver as a committed business partner when you choose to develop 2 Ranger Drive. A competitive, driven, and innovative team, Town of Kittery staff and other actively engaged partners such as \_\_\_\_\_(to be identified, listed) are at the ready to help developers thrive and execute a shared vision:

- (e.g. development experience)
- (e.g. capital to support partnership funding)
- (e.g. business-friendliness)
- (e.g. geographic position/access)



Through this Request for Information (RFI), the Town of Kittery is seeking expressions of interest and statements of qualifications from qualified development teams to develop a 4.5-acre property located at 2 Ranger Drive. The RFI outlines the Town's objectives for the property and development parameters, instructions governing the submittals, the requirements to be eligible for consideration, general evaluation criteria, and other requirements to be met by each submittal.

Development teams responding to this RFI will be evaluated by a Town-led committee based on the criteria outlined in this RFI. The Town expects to select a preferred team from submittals, and will negotiate with that team to establish parameters of disposition and development of the site. The team selected through the RFI process will be granted an exclusive negotiation period, and if successful, the Town of Kittery and the development team may enter into a formal agreement outlining in detail the terms and conditions of the Property conveyance and development.

Those interested in submitting in response to the RFI should, at a minimum, address the general requirements outlined.



## II. DEVELOPMENT OPPORTUNITY

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### A. CONTEXT

Continued growth at the Portsmouth Naval Shipyard (PNS) has been identified as a contributing factor to the issue of traffic and parking demand in the Kittery/Foreside area. Over 9,000 PNS workers and contractors travel to the Shipyard daily, however only 5,000 parking spaces are available on the island. To create a noticeable reduction in parking challenges and congestion, Shipyard workers would require an off-site parking facility that could accommodate and re-direct 10% (i.e. roughly 500) of the current spaces on the Shipyard's island site. Fifteen to twenty-three State Road can play an important role in the solution by providing a new intercept transportation center linked by frequent shuttle to Foreside and PNS.

In addition to this unique transportation challenge, the town has long struggled with high housing costs that exclude new homeowners and much of the Shipyard's workforce from settling, locally. Several studies and efforts have been conducted in recent years to investigate opportunities to address the problem. While some steps are in motion (including more flexible zoning), and political buy-in has been secured, the most urgent need is new housing stock.

Both of these challenges compound the Town's ability to support PNS as it grows, as well as its own economic resilience and balance in the regional context. The site at 2 Ranger Drive can potentially accommodate some housing units in addition to parking and new retail opportunities.

### B. THE SITE

#### **LOCATION**

The subject site is located north of the convergence of Ranger Drive and Valles Road, a short distance from roads with easy access to and from the freeway for both northbound and southbound traffic. The site is west of the Town's downtown business core, where the only two access gates for the Shipyard are located. It is also within walking distance to a small selection of destinations located along Rte 1 Bypass, including Coastal Fitness.

Early discussions with the site's landowner have identified potential openness to a new approach for the site, which the Town will proactively support development of. This includes \_\_\_\_\_ (identify actions such as road improvements, compacting the site, utility installation or relocation). The Town envisions a hub that includes multi-modal amenities, shuttle service to nearby employment centers, food service kiosks and other potential land uses on-site for use by the general public. Activating and improving the visibility of 2 Ranger Drive can increase the overall value of the site by supporting the community's most vital economic contributor for years to come.

The following images illustrate the location of the site, as well as some examples of the aesthetic vision:



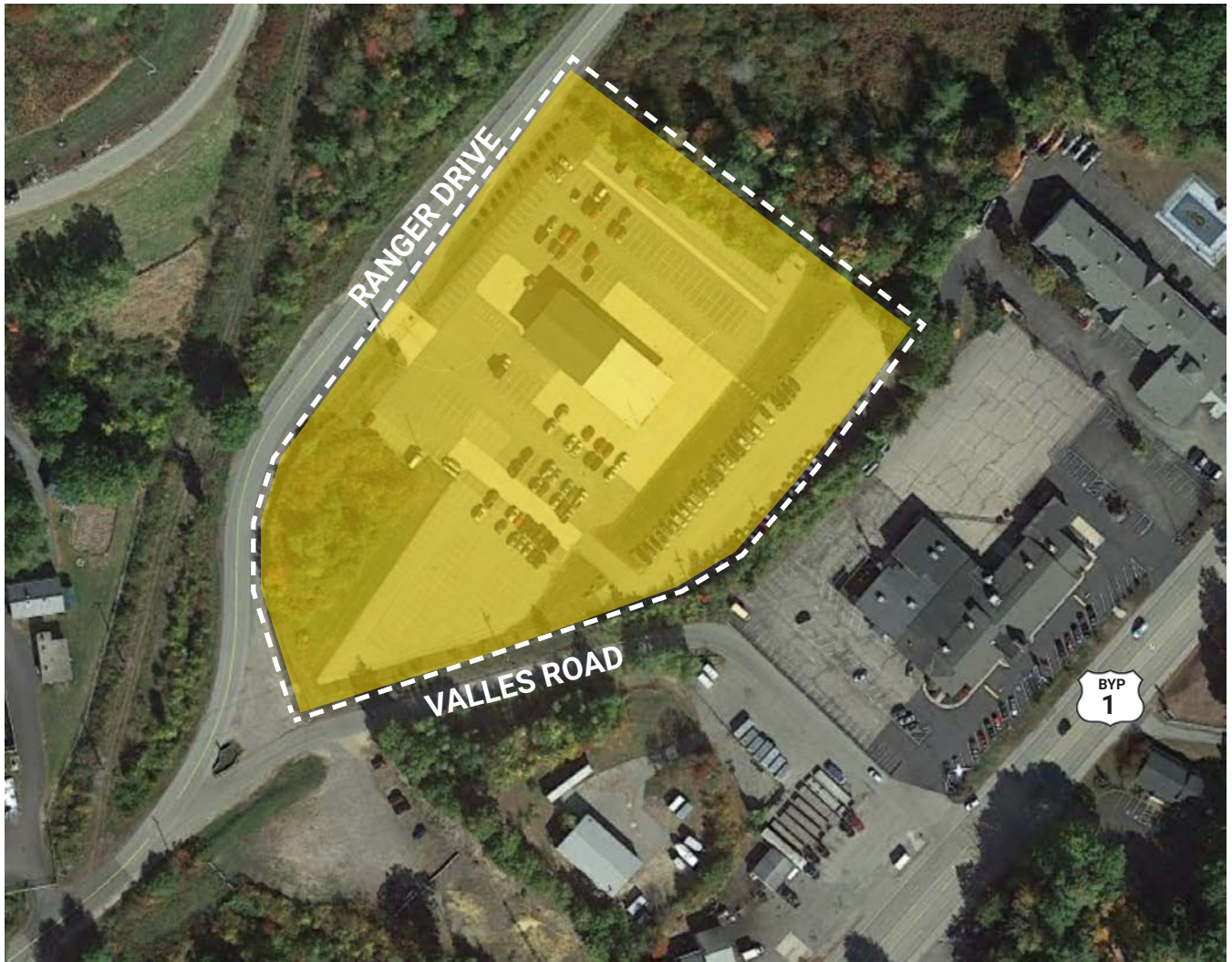
## SITE LOCATION



The site location benefits from direct access to the heart of Kittery, the Portsmouth Naval Shipyard, Downtown Portsmouth, and easy access via I-95.



## DEVELOPMENT INFRASTRUCTURE AND VISION (optional)



1

The site is positioned near key north-south corridors connecting Kittery to other parts of the region.



Current conditions- Looking towards the primary access point of the site from Ranger Drive.

## **EXISTING SITE- GENERAL INFORMATION**

**Parcel Size:** 4.5 acres

**Current Use(s):** Auto Auction; Portion Undeveloped

**Current Zoning:** Commercial 3 (C-3)

This zone intends to introduce a mix of housing, businesses and services to an area that serves as one of the gateways to Kittery and all of Maine. Existing infrastructure, proximity to residential neighborhoods, and direct access to I-95 give this zone opportunities for housing and commercial uses, as well as improved pedestrian access, to serve residents and commuters.

### **Permitted Uses:**

- By right- Business and professional offices; Commercial parking lot or garage; Retail uses; Convenience store; Business service; Restaurant
- By special exception- Dwelling units as part of a mixed-use building

### **Zoning Allowances:**

- Residential units permitted- 16 per acre, or 20 per acre if 25% are affordable units
- Non-residential uses must occupy at least 50% of street-facing ground floor level
- Maximum impervious surface of 70%
- Maximum height, 40'
- Maximum 15' front setback, minimum 10' side and rear setbacks

### **Utilities**

- The site is served by Town of Kittery Water and sanitary sewer.
- Central Maine Power Company provides power.
- High speed fiber optic and cable service is available at the site.
- (identify past land assessments, if applicable)

### **Transportation Access**

The site has excellent regional access via nearby I-95, the Route 1 Bypass, and U.S. Hwy 1, connecting to Portsmouth to the and other towns to the north.

## C. DEVELOPMENT GOALS AND PREFERRED USES

The Town's preference for the development of 2 Ranger Drive is a multi-modal facility which would become a transportation hub for the local workforce and community members (to include Dept. of Defense employees.) Other uses within the site are desired to fill gaps in local affordable housing stock, commercial opportunities, as well as the potential accommodation of satellite office spaces leased by the Shipyard. High-quality development, and sensitive design is expected to set the tone for future development at other future opportunity areas in Kittery. The flexibility of the site allows for suggestions regarding prospective uses and their optimal configuration/land area allocation. A survey conducted by PNS workers (as part of the Portsmouth and Naval Shipyard Joint Land Use Study Implementation effort) revealed that many workers are amenable to utilizing an off-site facility for parking, as long as it includes a range of amenities, such as: covered parking, bathrooms, improved walking/bicycling routes (for the short remaining journey to Shipyard Gate 1), temperature-controlled waiting areas for a connecting shuttle, etc.

Discussions between a range of parties throughout the Implementation Project of the JLUS suggests a successful development program on this site will include a combination of retail commercial space and housing. The following is a summary of prospective program components:

CATEGORY	PROGRAM ELEMENTS	COMMENTS
Multimodal Hub	<ul style="list-style-type: none"> <li>Minimum ~500 parked cars accommodated</li> <li>Bicycle parking</li> <li>Covered waiting area for bus/shuttle service</li> <li>Secure pavilion with public bathrooms</li> <li>Amenities including signage, lighting, landscaping, security, real-time passenger information kiosk</li> </ul>	This would primarily target servicing the "last-mile" needs of workers commuting to the Shipyard
Housing	<ul style="list-style-type: none"> <li>Affordable units</li> <li>Tenant parking</li> <li>"Green" amenities</li> </ul>	This would likely be predominantly "affordable" housing units supporting the Shipyard workforce but would be available for the general public, as well. The Town will want some level of control regarding program and finishes to assure compatibility with (identify relevant Town design policies/standards)
Food Service	<ul style="list-style-type: none"> <li>Coffee Shop and/or other fast service</li> </ul>	Initially supported by Shipyard parkers, but also providing an amenity to other freeway traffic and the broader community
Other Uses	<ul style="list-style-type: none"> <li>Retail</li> <li>Office Space</li> </ul>	Speculative or build-to-suit space, though there may be some interest by the Shipyard in satellite office units.



## EXAMPLES OF DESIRED AESTHETIC



The multimodal hub should provide seamless access for transit vehicles as well as offer comfortable conditions year-round for transit riders and other users of the facility (Example in Paris)



An example of a functional and attractive park and ride (New Zealand)



## EXAMPLES OF DESIRED AESTHETIC



A context-sensitive parking garage may be a possible use of the site, and should include strong connections for pedestrians, bicyclists to transit and other on-site uses.



An example of a sustainably-designed parking garage supporting mixed uses (Rockville, MD)

# III. SUBMISSION REQUIREMENTS

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Proposals shall conform to the following general format:

- Introductory Letter
- Narrative of Qualifications/Experience
- Preliminary Concept/Vision for the Site
- Proposed Terms
- Developer capabilities disclosure form (sent under separate cover)

The following provides a summary description of what is expected to be contained in the individual sections.

## **COVER LETTER**

Proposers shall provide a cover letter with introductory information, such as point of contact, address, phone and fax numbers and email address. This letter should provide a concise summary of the project team, identify the key individual for Project Manager and his/her relevant experience, and generally introduce the Town of Kittery to the capabilities of the team. The letter should be signed by an authorized officer or director of the Development Team submitting the proposal.

## **DEVELOPMENT TEAM QUALIFICATIONS AND EXPERIENCE**

Outline of the Development Team

- A. Principals, members and/or owners of Development Team
- B. Project Manager
- C. Ownership Entity
- D. Development Experience
- E. Status of projects
- F. Design Team
- G. References

Demonstrate relevant development projects and team member's experience, with an emphasis on the lead firm's role. This section should describe projects with a similar size and range of uses with an emphasis on projects of a similar scale and program mix. The respondent must also address their experience with public/private partnerships. The response shall identify the Development Team's management and structure of who will have overall responsibility for directing the planning and negotiations.

## **CONCEPT/VISION**

General description of your initial expected approach to this site, including information on expected program elements and development concept. While the Town recognizes a final development program on the site may substantively vary from initial concepts, the submittal must include an articulation of your vision for development of the site. This section must include a preliminary plan as well as a written description of the type and amount of uses.



Describe how your proposed development will meet the objectives outlined, addressing the following specific items:

- A. Proposed mix of uses
- B. Timing/Phasing
- C. Parking
- D. Housing
- E. Accommodation for bus/shuttle service and connectivity to pedestrian/bicycling networks
- F. Access and signage
- G. Design character and quality standards
- H. Open/green/public space if any

The submittal should include a narrative describing the proposed development program, as well as schematic level drawings that illustrate the proposed development concept, including a color rendering, site plan, sections, floor plans and building elevations. The drawings should indicate building height.

#### **DEVELOPER FINANCIAL CAPACITY**

Provide a description of the development entity's financial capacity, including sources and availability of capital and history of recent financing commitments from debt and equity providers. This section should provide the Town with an understanding of the capability of the Developer to secure the financing necessary to complete a project of this scale. A summary should be included in the main body of the submittal, while a more detailed statement of financial capability should be submitted under separate cover. A selection of funding sources the Town has identified as potential candidates for supporting elements of the development have been attached.

Within 7 days of being selected for a short-list, a proposer may be required to submit to the Town for review their last three years of year-end audited financial statements. Financial statements should include income statements, balance sheets and cash-flow statements, along with accompanying notes. The financial statements will be used only for the interview process and will be returned to the proposer following the completion of the Town's review.

#### **PROPOSED TERMS**

In this section, provide an overview of the proposed offer to the Town of Kittery, as well as the proposed financing plan for your project. Please address the following in the greatest level of detail possible, understanding this is a pre-development phase:

- Requested negotiation and due diligence period and conditions
- Cost sharing arrangement for pre-development work
- Proposed valuation for the property
- Description of development options team will consider, including, but not limited to, (identify preferences, and if some options might score more favorably e.g. land lease, joint development, partial acquisition, and full acquisition). Respondents may propose multiple development options, but need to be clear about the terms and program for each option.
- Desired conditions of property transfer (timing, outright sale, land lease, other arrangement)
- Willingness to consider alternative disposition options
- Proposed timeline for undertaking and completing the proposed project

- Planning-level financial feasibility analysis of proposed project
- Anticipated Financing Plan
- Public financial assistance requested and its proposed use (if any)
- Public participation in the development, including investment, debt financing, and/or ownership of program elements.

This section is intended to provide the Town of Kittery with an understanding of the anticipated terms and conditions that teams seeking to develop the property are willing to consider. The Town is open to a range of prospective disposition options on the property. Consistent with the Town's goal statement, the balance between mixed uses, contribution to affordable housing stock, and contribution to the reduced demand of parking on PNS will be part of its consideration of return on investment.

#### **DEVELOPMENT SCHEDULE**

Include a schedule that shows the proposed timing for the completion of project entitlements, anticipated construction, and occupancy for the project. Prospective teams can request to tour the site, ask clarifying questions, and meet Town staff prior to the submittal deadline. The Town may offer oral comments or responses to questions asked at the site visit, but such comments or responses will not modify the terms of this RFI. In the event the Town of Kittery determines that formal clarification or modification to the RFI is warranted, it will issue a written Addendum to this RFI.

## A. SUBMITTAL INSTRUCTIONS AND REQUESTS FOR CLARIFICATION

Please submit an electronic copy of your response to:

Adam Causey  
Director of Planning and Development  
TOWN OF KITTERY  
200 Rogers Road  
Kittery, Maine 03904  
Office: (207) 475-1307  
acausey@kitteryme.org

Submissions should be limited to no more than 10 pages in length, not including the cover letter. Additional graphics or promotional materials for past projects may be in addition to the page limit.

Proposals are due at the above address by **date** at **time**.

For additional information, please visit <http://townofkittery.com> (update with RFI-specific website, if established).

Receipt of proposals in response to this RFI does not obligate the Town in any way to engage any developer, and the Town reserves the right to reject any or all proposals. The Town may, at its discretion, request that the developer modify or supplement their submittal with additional information. All costs incurred during the proposal preparation shall be the sole cost of the submitter. The Town reserves the right to negotiate the final terms and conditions of any agreements entered into.



## IV. EVALUATION CRITERIA

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All complete and responsive proposals will be evaluated by the Town of Kittery. The evaluation will be based on the information submitted as well as any related information that the Town may discover in analyzing or verifying information submitted in the proposal; or subsequently requested. In addition, to the extent that the proposed project meets the project objectives described earlier, the following additional criteria will be considered in evaluating responsive proposals:

### DEVELOPMENT PROGRAM AND DESIGN

- Extent proposed development meets the Town's stated objectives
- Extent the proposal demonstrated quality site planning concepts, architectural design and character, and urban design considerations
- The balance between parking, housing, and other mixed uses will Town's consideration of return on investment.

### DEVELOPMENT TEAM CAPABILITY

- Demonstrated ability of the Development Team in the successful development, operations and economic performance of projects of comparable type, size, scale and complexity.
- Demonstrated ability of the Development Team in financing, constructing and completing projects of comparable type, size, scale and complexity on time and within forecasted budgets.
- The quality of architectural and urban design aspects of other projects completed by the Development Team
- Financial capacity of the Development Team to complete the project as proposed

### BUSINESS DEAL

- The feasibility of the proposed business offer and the amount of public assistance necessary, if any, relative to public benefit received and risk assumed.
- The Town is not expecting a binding proposal of terms in response to this RFI, but is looking for the range of prospective disposition options that the development team will entertain, as well as any preliminary thoughts on valuation of the property under alternative acquisition structures.

This RFI is expected to result in the selection of a development team for an exclusive negotiating period. The Town of Kittery reserves the right to cancel this RFI without the selection of a development team. The selection process may include interviews of prospective teams, at the Town's discretion.

## V. TERMS OF THIS RFI

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This RFI is not a request for competitive proposals, and in no way obligates the Town of Kittery to enter into a relationship with any entity that responds to this RFI or limits or restricts the Town's right to enter into a relationship with an entity that does not respond to this RFI. In its sole discretion, the Town may pursue discussions with one or more entities responding to this RFI or none at all. The Town of Kittery further reserves the right, in its sole discretion, to cancel this RFI at any time for any reason. To the extent that the Town elects to enter into a relationship with an entity regarding a development proposal, such entity shall be required to comply with the Town of Kittery's policies.

Information provided in response to this RFI will become the property of the Town of Kittery and will be subject to public inspection. If an entity responding to this RFI believes that a specific portion of its response constitutes a "trade secret" under Maine Freedom of Access Act and is, therefore, exempt from disclosure, the entity must clearly identify that specific information as a "confidential trade secret." Identification of information as a "confidential trade secret" does not necessarily mean that the information will be exempt from disclosure. Town of Kittery will make that determination based on the nature of the information and the requirements of the Maine Freedom of Access Act.

The Town of Kittery is self-represented for this transaction and will not be paying any third-party brokerage fees.

## VI. QUESTIONS

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Questions about any matter contained in this RFI should be emailed to Adam Causey, Director of Planning and Development, at [acausey@kitteryme.org](mailto:acausey@kitteryme.org) no later than ten (10) business days prior to the deadline of the RFI.

All material changes or clarifications of any matter contained in this RFI will be published in the form of a written addendum to this RFI and distributed to registered holders of the RFI as well as posted at the following url: (update with website where posted). The Town may make a courtesy effort to notify interested parties that an addendum has been published, but is under no obligation to do so. As such, parties interested in this RFI should refer frequently to the website for the RFI. The Town may also load supplemental information about this project to that location as well.

The contents of this packet are for informational purposes only and the representations made herein, though thought to be accurate, are without warranty. Development teams should rely exclusively on their own investigations and analyses. The Town of Kittery will honor confidentiality requests to the extent possible under applicable law. If attachments to the are proprietary, please mark items as such.



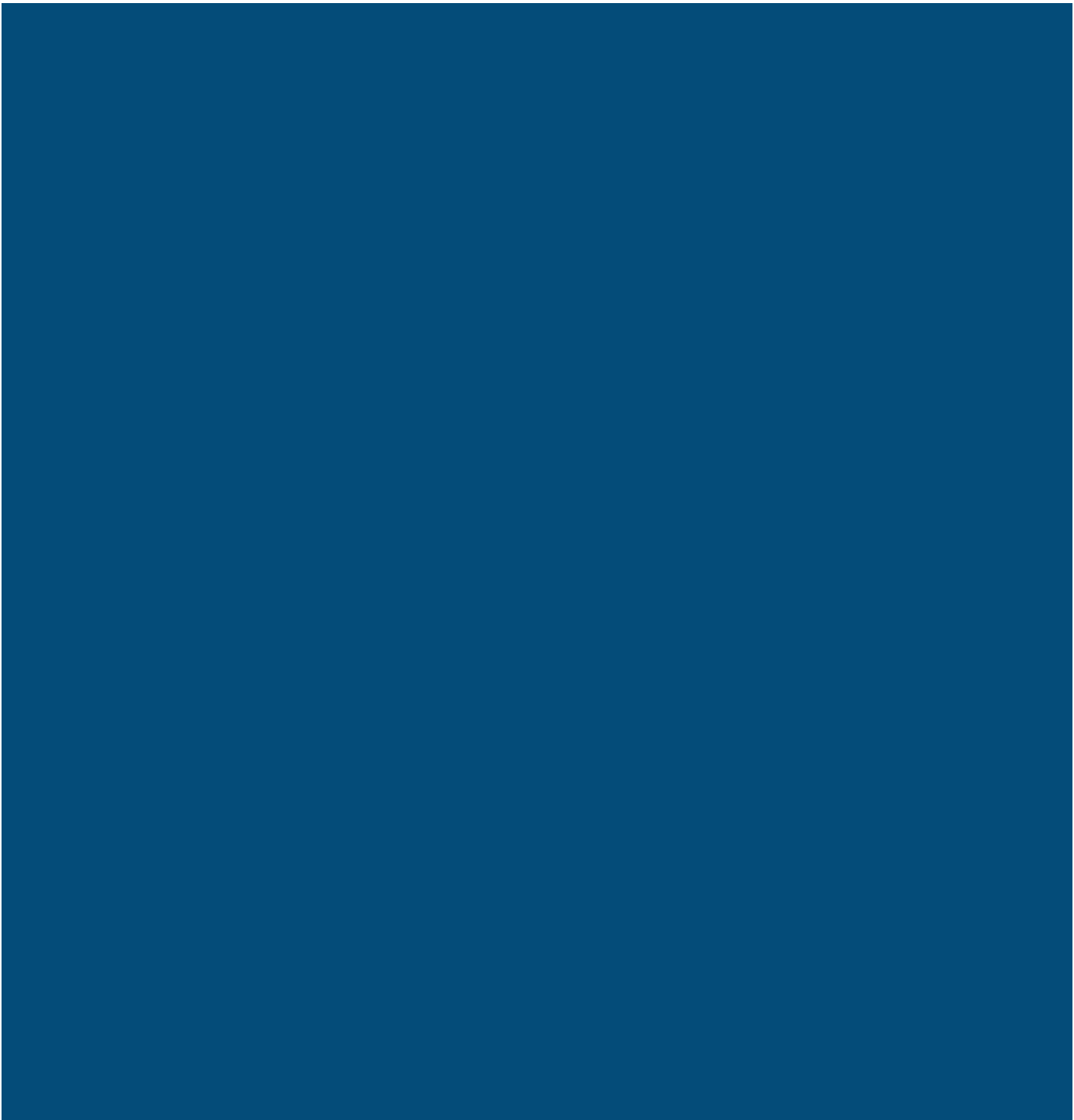
## VII. RESOURCES

### POTENTIAL MULTIMODAL HUB FUNDING SOURCES

AGENCY	PROGRAM NAME	PROGRAM DETAILS
Economic Development Administration	Economic Adjustment Assistance Programs (including CARES Act Funding)	<a href="https://www.grants.gov/web/grants/view-opportunity.html?oppld=321695">https://www.grants.gov/web/grants/view-opportunity.html?oppld=321695</a>
Kittery Area Comprehensive Transportation System	State of Maine Transportation Improvement Program (TIP)	<a href="https://smpdc.org/vertical/Sites/%7B14E8B741-214C-42E2-BE74-5AA9EE0A3EFD%7D/uploads/KACTS_TIP_Amendment_1_28_21_All_Docs.pdf">https://smpdc.org/vertical/Sites/%7B14E8B741-214C-42E2-BE74-5AA9EE0A3EFD%7D/uploads/KACTS_TIP_Amendment_1_28_21_All_Docs.pdf</a>
U.S. Department of Defense Office of Local Defense Community Cooperation (OLDCC) (formerly OEA)	Defense Community Infrastructure Program (DCIP)	<a href="https://www.grants.gov/web/grants/view-opportunity.html?oppld=333641">https://www.grants.gov/web/grants/view-opportunity.html?oppld=333641</a>
State of Maine Housing and Urban Development (HUD) Exchange	Community Development Block Grants (CDBG)	<a href="https://www.hudexchange.info/programs/cdbg-state/state-cdbg-program-eligibility-requirements/">https://www.hudexchange.info/programs/cdbg-state/state-cdbg-program-eligibility-requirements/</a>
Maine Department of Transportation (DOT)	Bicycle and Pedestrian Program (Formerly known as TAP and SRTS Programs)	<a href="https://www.maine.gov/mdot/pga/funding/">https://www.maine.gov/mdot/pga/funding/</a>
Maine Department of Transportation (ME DOT)	Maine Multimodal Transportation Fund	<a href="http://www.mainelegislature.org/legis/statutes/23/title23sec4210-b.html">http://www.mainelegislature.org/legis/statutes/23/title23sec4210-b.html</a>
US Department of Transportation (US DOT)	Rebuilding American Infrastructure with Sustainability and Equity (RAISE)	<a href="https://www.transportation.gov/RAISEgrants">https://www.transportation.gov/RAISEgrants</a>
Federal Transit Administration (FTA)	Pilot Program for Transit-Oriented Development (TOD) Planning	<a href="https://www.transit.dot.gov/TODPilot">https://www.transit.dot.gov/TODPilot</a>
Federal Transit Administration (FTA) (Through the FAST Act)	Congestion Management and Air Quality (CMAQ) Improvement Program	<a href="https://www.transit.dot.gov/funding/grants/grant-programs/flexible-funding-programs-congestion-mitigation-and-air-quality">https://www.transit.dot.gov/funding/grants/grant-programs/flexible-funding-programs-congestion-mitigation-and-air-quality</a>

## **EXISTING STUDIES AND PLANS**

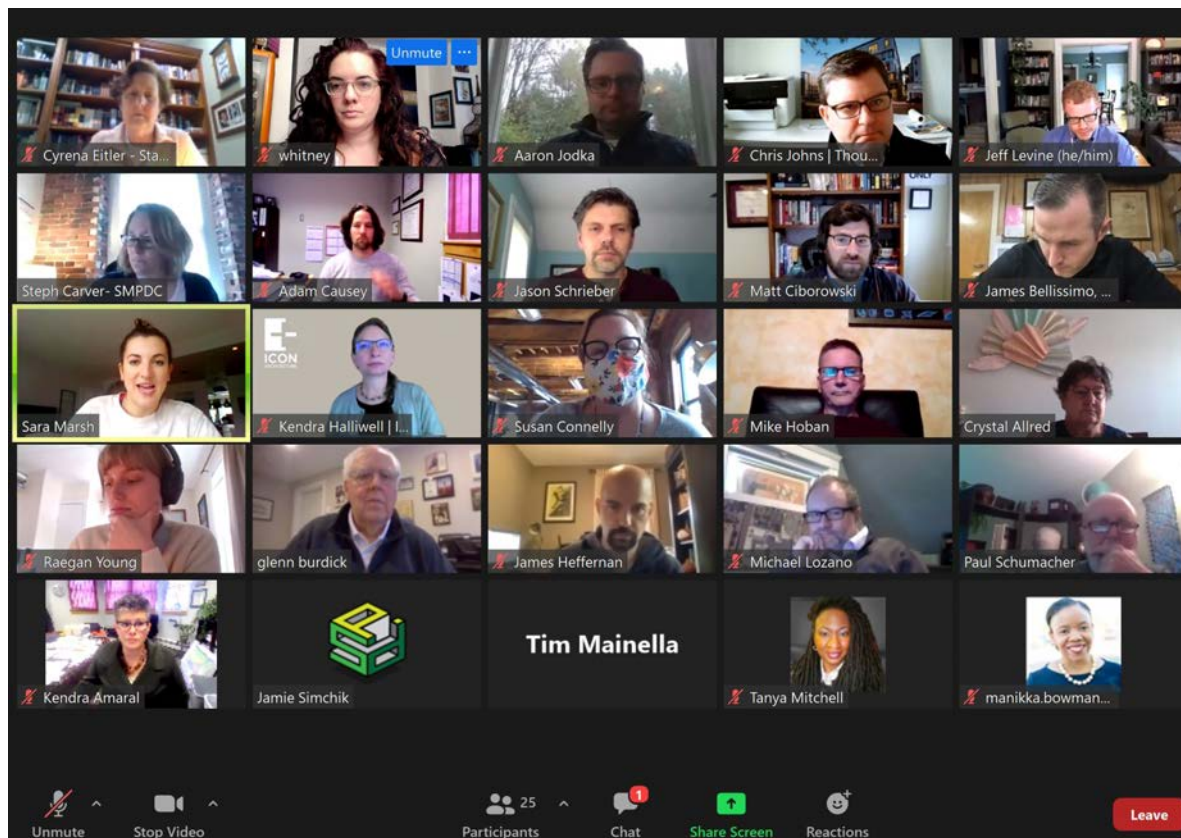
- Town of Kittery and Portsmouth Naval Shipyard Joint Land Use Study (2019)- <https://smpdc.org/index.asp?SEC={7425B9C5-DD72-4B0D-997F-53CC4A8C95F0}&Type=QUICKFORM>
- Kittery 2015-2025 Comprehensive Plan (20xx)- <https://www.kitteryme.gov/kittery-2015-2025-comprehensive-plan>
- COAST Transit Operations Analysis and 2021 Service Changes- <https://coastbus.org/ourfuture>
- Kittery Foreside Land Use, Parking, and Transportation Study (2018)- <https://www.kitteryme.gov/sites/g/files/vyhli3316/f/uploads/kitterystudy71818.pdf>
- Kittery Housing Workshop- A Workforce Housing Coalition Design Charrette (2018)





## D. Housing Analysis Supporting Information

### ULI TAP Team Virtual Coordination Meeting (April 2021)





Boston, MA  
617-982-6369

<http://boston.uli.org>  
[boston@uli.org](mailto:boston@uli.org)

## ULI Boston/New England

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### **ULI Boston/New England Announces Findings from the Kittery/Berwick Technical Assistance Panel (TAP) Workforce Housing and Transit Issues**

*Study Provides Recommendations for Addressing Lack of Affordable Housing and Traffic Congestion*

**BOSTON, MA (November 29, 2021) – The Boston/New England District Council of the Urban Land Institute (ULI)** announced today the release of its Technical Assistance Panel (TAP) report findings addressing housing affordability and transit challenges faced by personnel in the Towns of [Kittery Berwick](#) and surrounding areas, including the [Portsmouth Naval Shipyard](#). ULI Boston/New England’s panel of industry professionals conducted the initial study of the region’s challenges from May 14-18, 2021, with the report on the panel’s findings published in late September 2021.

Jamie Simchik of Simchik Planning and Development co-chaired the panel. “There is tremendous opportunity to achieve smart growth in the communities of Berwick and Kittery” said Jamie. “The time is now to increase housing opportunities for the needs of today’s workforce and enhance transportation options to attract and retain a workforce keep they communities thriving in this beautiful corner of New England.”

The TAP report provides detailed redevelopment scenarios for two available parcels of land designated by Kittery as sites of interest. The panelists also analyzed a proposed Berwick site and offered additional policy and development suggestions to the municipalities. The TAP report also encouraged the Town of Berwick to implement deed-restricted housing for site development and for future projects, and to consider constructing an indoor transit hub. Suggestions for the Town of Kittery included updating zoning to increase redevelopment options, making a concerted effort to explore additional regional parking options, including consideration for the Department of the Navy to build additional structured parking at Portsmouth Naval Shipyard.

The Portsmouth Naval Shipyard has a major impact on Southern Maine, contributing more than \$1 billion in 2019 to the regional economy – a figure that has grown by 54 percent since 2017. In 2018, the US Department of Defense (DOD) funded a Joint Land Use Study (JLUS) guided by [Stantec](#), identifying housing and transportation issues in the area and providing recommendations for the mitigation of those issues. The purpose of ULI Boston/New England’s TAP was to provide further guidance to the municipalities of Kittery and Berwick, in partnership with the [Southern Maine Planning and Development Commission](#) (SMPDC), to provide recommendations on transportation and workforce housing that supplement and compliment the DOD’s JLUS on behalf of the Shipyard.

“I’m encouraged by the potential solutions identified in the technical assistance panel report,” said Shipyard Commander Capt. Daniel Ettlich. “Just as Portsmouth Naval Shipyard’s world-class workforce is dedicated to our essential national security mission of delivering submarine readiness, I am

committed to continuing to work with our community partners to find new resolutions to our mutual challenges related to workforce housing, parking, and traffic.”

In addition to the potential redevelopment solutions proposed by the TAP at the three sites, the panelists also addressed region-wide issues, and provided additional commentary on each individual site for the short, medium, and long term, from placemaking to the development of transportation hubs. To learn more about the panel’s finding and review the entire report, visit <https://boston.uli.org/resources/>.

#### **About the Urban Land Institute**

The [Urban Land Institute](https://urbanlandinstitute.org/) is a global nonprofit research and education organization that provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI Boston/New England ([boston.uli.org](https://boston.uli.org)) focuses its efforts regionally and relies on the expertise of its members to promote best practices in the content pillars: Housing and Communities, Real Estate Finance and Investment, Sustainability and Economic Performance, Innovation in Development Practice, and Shaping Successful Cities and Regions.

#### **About Technical Assistance Panels (TAPs)**

Technical Assistance Panels (TAPs) offer communities expert advice to vexing land-use challenges. Charged with moving specific projects forward, a group of ULI real estate professionals bring their expertise into local communities through a one-day, low-cost consultation service. TAPs are organized for qualifying non-profits and local governments that may not have the resources to find solutions to development roadblocks. During this one-day program, a panel of six to twelve ULI members provide local stakeholders with the information and tools needed to move projects from the backburner to full steam ahead. Master plans, placemaking, achieving a broader tax base, market feasibility, and financial structuring are just a few examples of how a TAP can help a community tackle issues with land use. For more information, click [here](#).

###





ULI TECHNICAL ASSISTANCE PANEL REPORT

# KITTERY & BERWICK, MAINE

MAY 14, 17, & 18, 2021



Boston/  
New England

## URBAN LAND INSTITUTE (ULI)

The Urban Land Institute is a 501(c)(3) nonprofit research and education organization supported by its members. The mission of ULI is to shape the future of the built environment for transformative impact in communities worldwide. Founded in 1936, the Institute has grown to over 45,000 members worldwide, representing the entire spectrum of land use and real estate development disciplines working in private enterprise and public service. ULI membership includes developers, architects, planners, lawyers, bankers, and economic development professionals as well as other related disciplines.

The Boston/New England District Council of ULI serves the six New England states and has nearly 1,400 members. As a preeminent, multidisciplinary real estate forum, ULI Boston/New England facilitates the open exchange of ideas, information, and experience among local and regional leaders and policy makers dedicated to creating better places.

## TECHNICAL ASSISTANCE PANELS (TAPs)

The ULI Boston/New England Real Estate Advisory Committee convenes TAPs at the request of public officials and local stakeholders of communities and nonprofit organizations facing complex land use challenges, who benefit from the pro bono recommendations provided by the TAP members.

A TAP consists of a group of diverse professionals with expertise in the issues posed. The Panel spends one to two days visiting and analyzing existing conditions, identifying specific planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward in a way consistent with the applicant's goals and objectives.

A recent independent study by Rivera Consulting surveyed municipalities that received assistance from the TAP programs and reported a positive impact by the TAP process on communities. Eighty-two percent of participating municipalities said their behavior and approach to municipal planning and economic development strategies were affected; 67% said there were increased municipal investments related to the stated goals and recommendations of their TAP report; and 62% said at least one key developable asset addressed in their TAP report had been redeveloped, consistent with ULI Boston/New England recommendations.

Learn more at: <https://boston.uli.org>



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# Executive Summary

The purpose of the TAP was to provide guidance to the Town of Kittery, in partnership with the Southern Maine Planning and Development Commission (SMPDC), as part of an ongoing Joint Land Use Study (JLUS) to develop strategies for the Southern Maine Seacoast region to address the lack of affordable workforce housing needed to support the Portsmouth Naval Shipyard (PNS) and other employers throughout the region.

The Kittery & Berwick Technical Assistance Panel (TAP) employed a continuation of the hybrid model that combines live in-person study area site visits with virtual stakeholder and panel discussions under the direction of the Boston/New England District Council of the Urban Land Institute (ULI). Following the May 14th in-person guided site tour of two study areas in Kittery and one in Berwick, the remainder of the working sessions and the subsequent public presentation took place over the internet, using integrated audio, video and display images.

On May 17th, ULI panelists met with local business and property owners, base personnel, residents and non-profit organizations from the Towns of Kittery and Berwick as well as other interested parties to gain insight into the issues, strengths, and potential solutions for the study areas. Panelists then reconvened via Zoom on May 18th to assess the information and to develop recommendations. The TAP presented its findings and recommendations virtually to the PNS-Kittery JLUS Steering Committee, stakeholders and the general public later that evening via the Town of Kittery Zoom.

## ULI and the TAP Process

Provides an overview of the District Council and its Technical Assistance Panels (TAPs) as well as a list of the panel members and stakeholders who took part. The chapter also highlights key elements of the study areas for the TAP, and describes the process undertaken by the panelists and stakeholders to arrive at their recommendations.

## Background and History

Gives a brief overview of the issues that the TAP was asked to assess and includes the questions that stakeholders asked the panel to address. Also provides key historic, population and demographic information for each of the towns being considered for redevelopment.

## Assets and Opportunities

Identifies the positive aspects of the study areas that will help the Towns and the region to achieve its goals. These include the willingness of the public sector to implement meaningful initiatives to meet their goals; well-located parcels for redevelopment; major employers within the region; and access to multiple transportation modes.

## Challenges

Examines the obstacles the Towns and the overall region may experience in meeting the goals of creating workforce housing and mitigating traffic congestion. For development in general, escalating construction costs are a major concern. For Berwick, these challenges include an uncertain future for

retail and mixed-use development; a retail tax disadvantage for new businesses, as New Hampshire has no sales tax and is located just over the bridge from the new development; a lack of parking for new businesses in the downtown; and uncertainty over the future of the Park & Ride. For Kittery, challenges include a lack of certainty with the redevelopment viability of both proposed parcels as well as the absence of a concrete plan for the appropriate mix of housing (including housing types) and commercial space for each of the sites.

## Recommendations

Provides detailed redevelopment scenarios for two of the Kittery sites and an analysis of the proposed Berwick site, as well as other policy and development suggestions. The Town of Berwick was encouraged to implement deed-restricted housing for the

new development and for future projects, and to consider constructing an indoor transit hub. Suggestions for the Town of Kittery included updating zoning to increase redevelopment options; making a concerted effort to explore additional regional parking options; and to consider building structured parking on the PNS base.

## Funding & Resources

Provides a list of potential funding sources through federal and state agencies, as well as an appendix of articles and papers that could be used for modeling some of the recommended actions.

## Final Thoughts

Expands upon key concepts and provides observations outside of the specific scope of the TAP.



TAP Panelists touring the study areas. Source: ULI Boston.

# ULI and the TAP Process

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## Technical Assistance Panels (TAPs)

The ULI Boston/New England Real Estate Advisory Committee convenes TAPs at

the request of public officials and local stakeholders of communities and nonprofit organizations facing complex land use challenges, who benefit from the pro bono recommendations provided by the TAP members.

A TAP consists of a group of diverse professionals with expertise in the specific issues posed, and typically spends one to two days visiting and analyzing existing conditions, identifying specific planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward in a way that is consistent with the applicant's goals and objectives.

A fee is charged for the advisory service, but the Panel members are not compensated for their time. They are only reimbursed for their out-of-pocket expenses, such as overnight lodging and transportation to attend the TAP. To ensure objectivity, Panel members cannot be involved in matters pending before or be working for the sponsor, and cannot solicit work from the sponsor during the Panel's assignment period.

## Panel Members

ULI Boston/New England convened a volunteer panel of experts who represent the range of disciplines necessary to analyze the challenges and opportunities to help the Towns of Berwick and Kittery create workforce housing to support the PNS and other employers in the Southern Maine region, and to explore solutions to mitigating traffic congestion generated by the base. Practice areas included architects, developers, planners, affordable housing specialists. The following is a list of panelists:



## Co-Chairs

Jamie Simchik, AICP, Principal, Simchik Planning & Development

Susan Connelly, CEO, Housing Opportunities Unlimited

## Berwick Panel

Glenn Burdick, ULI Advisory Board Member

Jeff Levine, AICP, Principal, Levine Planning Strategies

Michael Lozano, Vice President of Development, Trinity Financial

Christopher Ptomey, Executive Director of the ULI Terwilliger Center for Housing

## Kittery Panel

Matthew Ciborowski, Senior Planner, Arup

Kendra Halliwell AIA, Associate Principal, ICON Architecture

Jim Heffernan, Partner, Head of Legal and Acquisitions, Navem Partners

Aaron Jodka, Research Director, U.S. Capital Markets, Colliers International

Chris Johns, AIA, NCARB. Founding Partner, ThoughtCraft Architects

*Panelists have donated their time.*

## ULI Staff

Michelle Landers, executive director

TAP Writer: Mike Hoban, Principal, Hoban Communications

Tanya Mitchell, ULI Real Estate Advisory Committee Member, Administrative Support

## Stakeholders

The TAP also benefited from the participation of the diverse group of stakeholders: state and municipal officials, local business owners, property owners, non-profits, PNS employees and residents.

The following is a list of stakeholders:

Stephen Cole, Regional Planner, MaineDOT

Deborah Driscoll Davis, Resident, Kittery Housing Committee Member

Dennis Dupuis, Berwick Business Owner, Deb & Duke Monogrammers

Emily Flinkstrom, Executive Director, Fair Tide Housing

Jeremy Kasten, Envision Berwick Chair



TAP Panelists touring the study areas. Source: ULI Boston.



Thomas Lavigne, General Manager, Outlets at Kittery (Avison Young)

Taylor McDonald, PNS JLUS Lead

Chuck Morgan, Economic and Community Development Director, SMPDC

Jim Nimon, Executive Director, Sanford Regional Economic Growth Council

Luke Olehowski, Resident

Caroline Rose, President, Kittery Water District

Paul Schumacher, Executive Director, SMPDC

John Schupp, Principal, Avison Young

Jonathan Smith, President, Great Falls Construction

Julie Smith, Business Development Director, Great Falls Construction

Kevin Sutherland, Director of Business Development, Hardypond Construction

Trevor Thayer, Executive Director, PNS

Rick Vandenberg, Envision Berwick Recreation Master Plan Chair

Troy Williams, Realtor, Keller Williams Coastal Realty, Kittery

Sarah Wrightsman, Executive Director, Workforce Housing Coalition of the Greater Seacoast

## Study Area Tour

The Kittery & Berwick TAP was held over the course of three days, May 14th, 17th and 18th, 2021. On the morning of May 14th, separate groups of panelists from ULI Boston/ New England met with representatives from the two towns and were given tours of the prospective development sites – one in Berwick and two in Kittery. It should be noted that it is unusual for a TAP to cover sites in different communities simultaneously, but given the impact that commuting employees of the PSNY are having on surrounding communities, it made sense to look at multiple regional opportunities to begin discussing and addressing these impacts.

On Monday, May 17th, panelists from each team remotely interviewed stakeholders, listed in the previous sub-section, in virtual breakout rooms. That afternoon and the following day, panelists engaged in an intensive virtual charrette to develop recommendations based on the input from the stakeholders as well as the site visits and research conducted prior to the discussions. The following evening, panelists presented their observations and recommendations for the various sites as well



Berwick study area. Source: TAP briefing materials.

as the overall region in a virtual open public forum to the PNS-Kittery JLUS Steering Committee, officials from the Towns, the region and the general public via the Town of Kittery Zoom presentation.

The Town of Kittery, in partnership with the SMPDC, enlisted the services of the TAP to develop strategies for increasing workforce housing for PNS personnel and other employers in Southern Maine. The TAP builds upon the work of the Town of Kittery and Portsmouth Naval Shipyard Joint Land Use Study (JLUS), a collaborative planning effort among the Town of Kittery, SMPDC, regional jurisdictions, the States of Maine and New Hampshire and PNS. The study was completed in January 2020.

Housing prices in the area have steadily escalated in recent years, forcing PNS personnel to live and commute farther away from their place of employment, leading to commutes that can extend to an hour or more. The concentrated influx of traffic during peak travel times (coinciding with shift start and end times) strains the existing roadway network throughout the region, as many workers travel via single-occupancy vehicles. The Town of Kittery is working to create opportunities to expand their supply of workforce housing through amendments to the Town's Land Use and Development Code, and evaluating additional amendments that will mandate the construction of affordable housing units in certain developments.

It is hoped that by providing mixed-use development and expanded housing options, a wider diversity of people, including PNS personnel, could live and work in Kittery and the surrounding towns; reduce traffic congestion both in Kittery and across the region; and support an evolving multi-modal travel system. Below are the questions that were posed to the ULI Boston/New England panelists.

## Questions

- What is the feasibility of including workforce housing in the development/ redevelopment of specific parcels that



Kittery study areas. Source: TAP briefing materials.

the study sponsor identifies for mixed-use development?

- What tools may the Town of Kittery and other regional jurisdictions use to improve the integration of transit services into workforce housing developments and increase opportunity for success?
- What strategies, policies, actions, and best practices, including design principles, can the Town of Kittery and other regional jurisdictions pursue to attract investment in workforce housing development?

The process and backgrounds for the Towns of Berwick and Kittery and their respective development sites are detailed on the following pages.



# Berwick

The Town of Berwick is focusing its efforts on transforming the site of the former Prime Tanning factory, a combined 11.6 acres located at 20, 29, 34, and 35 Sullivan Street, into a large-scale mixed-use residential/retail property. Great Falls Construction will be developing the project (called The Edge at Berwick), which will provide approximately 160 units of housing and 30 units of commercial to anchor the revitalization of the downtown village while preserving Berwick's rural, small town character.



Berwick Town Hall. Source: TAP Panel.

## Town of Berwick Tour

ULI panelists were greeted at the Berwick Town Hall by Town Planner James Bellissimo as well as Tom Wright, Chairman of the Board of Selectmen. After introductions and a briefing, panelists were able to observe the redevelopment site, the former Prime Tanning factory located directly across from the Town Hall. The site had been demolished in phases since 2016, and has been largely cleared. One industrial building, a 19,000 square foot structure known as the “L-Shaped Building”, is scheduled to be repurposed this winter into multiple commercial spaces. The panelists returned to the Town Hall to learn more about the surrounding area, examine renderings and discuss proposed plans for the project with the owner/developer of the site.

## Town Background and Study Area

Located at the southern tip of Maine, the rural riverside Town of Berwick has a total area of 37.9 square miles and is bordered by South Berwick, North Berwick, and Lebanon, Maine, and Rochester and Somersworth, New Hampshire to the south. Its downtown is situated on the east side of the Salmon Falls River, and a bridge that carries Routes 9 and 236 from Somersworth connects the two towns.

Berwick was incorporated in 1713 after splitting off from Kittery, and is one of Maine's oldest communities. Originally a much larger town, Berwick ceded land to form the towns of South Berwick in 1814 and North Berwick in 1831. An industrial facility was constructed at the study area site in 1850 and was later used as a tannery. Prime Tanning, a Woburn, MA-

based tannery, was expanding its operations and purchased the property in 1935. The 125,000-square-foot facility eventually grew to 225,000 square feet of production, office, and research and development space as Prime acquired adjacent parcels. The Prime Tanning Mill was an economic engine and the Town's largest taxpayer for decades, employing nearly 800 people at its peak, operating three shifts, seven days a week, during the 1980's and early 1990s. The plant shut down briefly in 2000 before reopening at reduced capacity, but closed its doors for good in 2008 following a series of mergers. The property was foreclosed on by the Town, with an agreement with the lien holder in 2014, which enabled Berwick to access multiple EPA and other brownfield grants to remediate the site. In 2019, the site was purchased by developer Great Falls Construction, which envisions a mixed-use development consisting of residential units and small shops and restaurants designed to revitalize the Town's village center.

In addition to the Town Hall, the village center includes the Police and Fire Stations, boutique retail, and the recently opened (late 2018) brew pub, Corner Point Brewing Company. The neighboring Town of Somersworth provides abundant supporting retail options for Berwick including Market Basket, Walmart, T.J. Maxx and other big box retail stores, with two shopping centers (Somersworth Plaza and Tri-City Plaza) within a three-mile radius of the Berwick downtown.

## Population/Demographics

Berwick has seen steady population growth since 1950, and more recently has watched its population swell from 6,353 in 2000, to 7,246 in 2010, to 7,872 (2019 estimate), according to the U.S. Census. The population is 96% White, with a median household income of \$75,164 and a poverty rate of 4.5%. According to Zillow, the typical value of homes in Berwick was \$333,322 in April 2021, with home values increasing 13.5% over the past year. Seventy-three percent of housing in Berwick is single-family residences. There were no apartments listed for rent in a May search of Zillow.

The largest employer for the Town is PNS, but another significant employer is Pratt & Whitney in neighboring North Berwick, which employs approximately 1,500 workers who could also benefit from workforce housing.

## Assets & Opportunities

**Public Sector Leadership** – The Town of Berwick, working in conjunction with the SMPDC and MaineDOT, have already done significant work towards the redevelopment of the Prime Tanning site, which could serve as a template for other towns within the study area to increase workforce housing through mixed-use development, including:

- **Creation of the Village Overlay District** – This waives density standards, allows for a wider range of residential buildings, mandates that 25% of the site is reserved for open space, expands Berwick's downtown and provides connections to the open spaces and adjacent residential neighborhoods. It also eases restrictive parking requirements (number of spaces per unit) that were seen as an impediment to multifamily development.
- **Adoption of Hybrid Form-based Code** – Design standards for the Main Street that will be created on the site include front façade detailing on the three-to-four story mixed-use buildings on Main Street; wider sidewalks; street trees and standardized lighting; outdoor spaces for restaurants and open space for civic activities; greenway connectivity between the downtown, the river and surrounding neighborhoods, and a mandate that power and utilities be placed underground.
- **Partial Site Remediation** – After the closure of Prime Tanning, SMPDC worked with the Town of Berwick to secure Brownfields grants for an initial cleanup of the site. Three additional buildings have since been demolished, which will require additional testing and possible cleanup, and SMPDC recently awarded and closed a loan to Great Falls Construction





Signage for Berwick's public transportation. Source: TAP Panel.



Retail and commercial businesses line the streets of downtown. Source: TAP Panel.

from their EPA-funded Brownfields RLF (revolving loan fund) for environmental remediation.

**Exceptional Location** – Situated in the center of a classic New England village, with easy access to the Salmon Falls River and nearby supporting retail across the bridge in New Hampshire, the Prime Tanning site is an ideal location for residential mixed-use development.

**Experienced Local Developer** – Great Falls Construction of Gorham, ME will be the developer/owner of the new development, The Edge at Berwick. Great Falls was selected in part for their work on another mixed-use project, Station Square in Gorham, a 70,000 square foot mixed-use development with 33 apartments and commercial space. Great Falls is a vertically integrated (self-performing) construction entity, which is a plus in a competitive construction labor environment.

**Financing** – Berwick created a 20-year tax increment finance district (TIF) and a credit enhancement agreement with Great Falls, which estimates it will invest \$50 million into the project.

**Park & Ride & Public Transit** – Having a Park & Ride site with a public transit stop that brings people to and from the shipyard will also provide potential customers for future retail and commercial uses on the Prime Tanning site.

## Challenges

**Perceived Issues with Development** – Stakeholders expressed concerns regarding increased traffic and on-street parking that may result from the addition of housing units in the downtown; what the future of transit options will look like – particularly the proposed transit hubs; and some apprehension that the project may not deliver housing units in a timely fashion.



**Escalating Construction Costs** – The cost of construction materials have risen dramatically year-over-year. Skilled labor availability also remains a concern as the economy continues to rebound.

**Retail Tax Disadvantage** – New Hampshire has no sales tax (versus Maine's 5.5%) and is located just over the bridge, which limits the types of retail options for the developer and the community as Berwick reimagines its downtown.

**Viability of Small-Scale Retail** – As the world emerges from the pandemic, the retail landscape remains uncertain, and vacant street-level storefronts can detract from the vibrant town center vibe that Berwick is hoping to create.

**Long-term Planning for the Area** – Stakeholders expressed concerns regarding future development of the area, including what types of buildings will be constructed as the downtown expands, questions about diversity of ownership, and how greatly gentrification will impact affordability.

**Future of the Park & Ride** – The 2.7-acre Park & Ride lot is located in the downtown, and may be better suited for other uses such as affordable housing. Such a move would require relocating the asset outside of the downtown and providing additional public transit connections for commuters.

**Parking Issues** – There is no metered parking in the downtown, and business owners indicated that parking spaces directly in front of their businesses are often taken up by employees of other businesses. Town officials say that it is a perception problem, and that there is always a parking spot available within 500 feet of any destination in the downtown.

## Recommendations

There are currently no (or very few) market-rate rental apartments available in Berwick, and apartment units in surrounding towns are also in short supply. Area rents are currently aligned with the area median income, so an average salaried shipyard worker could theoretically afford a rental in Berwick if there were any available. However, it should be noted that as the area becomes more vibrant and attractive as Berwick is redeveloped, housing prices will continue to rise if there isn't a



The study site, owned today by the Town of Berwick, was the location of Prime Tannery until the business closed in 2008. Source: TAP Panel.

industry jobs (restaurant/retail) needed to support downtown redevelopment increases, the lack of diversity of housing types (starter homes, rentals, deed restricted) will only exacerbate the issue for the Town and the region.

**Include/Encourage Deed-Restricted Affordable Housing** – The Town should consider encouraging and incentivizing the construction of units that offer a deeper level of affordability to support low-to-moderate income workers. This can be done either as part of The Edge at Berwick development or at another site in close proximity to the downtown, such as the current site of the Park & Ride. These units could be built by Great Falls with an affordable housing partner at the site, or through the sale of land to a community affordable housing developer that could mandate affordability deed restrictions in perpetuity for the units. This will serve to augment the market rate housing currently planned for the redevelopment site and provide housing for a wider range of incomes.

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Mixing restricted with unrestricted rental units helps to ensure the long-term economic viability of the region. A variety of unit mixes is also important - one, two and three bedroom units.

As shown in greater detail in the hypothetical pro forma on the prior page, where 50 units of deed-restricted housing would be constructed, this can be accomplished through the use of Low Income Housing Tax Credits (LIHTC).

\*NOTE - During the community presentation, the TAP Committee learned that in order to manage the limited LIHTC resource Maine has, MaineHousing uses cost limits on LIHTC deals based on average state costs, not area costs. The panel felt strongly that this approach makes it impossible for York County, with construction costs directly impacted by the Greater Boston marketplace, to compete for credits. Although exceptions are made, this is not a predictable way for communities and developers to plan for production. We would suggest that MaineHousing consider allowing communities or counties that meet certain economic and population density benchmarks use a more reality-based project and unit cost cap. This could possibly be a set-aside for each round, or even-year rounds for those particular community types only. Whatever approach is used, a policy shift to support much needed diversity of housing affordability near job centers and municipal and social support infrastructure would be a win for the entire state.

**Indoor Transit Hub** – As Berwick proceeds with the redevelopment of the downtown, it is vitally important to incorporate transit solutions early on into the overall development strategy. Given the multiple issues associated with single-occupancy vehicular transportation (traffic congestion, environmental impact, use of land for parking instead of higher purposes), public transit should be viewed as a component of the infrastructure – like water, sewer and utilities. Berwick should consider constructing multimodal transit hubs that incorporate traditional forms of mass transit – in this case buses – with newer innovations like ride-sourcing from companies such as Uber and Lyft. Transit hubs typically feature heated/cooled waiting areas, bathrooms, convenience retail (coffee, snacks, etc.) and secured bicycle parking or bike share vendors as amenities for travelers.

As the population increases in the downtown and the extended residential area beyond, multimodal transit will be necessary to provide “first mile” and “last mile” solutions, where riders can take the bus to their workplace or another stop near their retail or recreation destination, then ride a bicycle, walk or use a ride-sourcing service to take them to their homes or workplace.



Transit hub in South Portland, ME. Source:



Transit hub in Portland, OR. Source:



# Kittery

## Town of Kittery Tour

ULI panelists for the Town of Kittery were welcomed at the Town Hall by Director of Planning & Development Adam Causey, Kittery Town Manager Kendra Amaral, and Stephanie Carver of the SMPDC. After introductions and a briefing, panelists and the tour guides drove to the first of the potential development sites, the Water District, located approximately a half-mile mile from the PNS at the intersection of U.S. Route 1 and Walker St. (Route 103). The seven-acre parcel includes a single-story building housing administrative offices for the Water District, as well as Fair Tide, a non-profit transitional housing organization that also operates a thrift store on the property. The building sits at the front of the parcel facing Route 1, on an approximately 40 space asphalt parking lot. Behind the building is a wide open section of the parcel that is used as a staging area for the Water District trucks and equipment. The Kittery Land Trust owns land adjacent to the Water District property, which contains a significant amount of wetlands. Panelists were informed that the Water District is considering relocating, which could allow the site to be re-purposed for housing or mixed-use. However, this would require the identification of a new site for Water District equipment within their existing service area, which given the escalating cost of land in Kittery, may be a difficult task.

A railway line owned by Pan Am Railways runs parallel to Walker St. (Route 103) alongside the property, but panelists were told that trains use the track only a few times per year. Diagonally across the street there is York Urgent Care, a three-story (40 feet, the maximum allowed by current zoning for the district) York Hospital Walk-in Care on Walker St., and the popular restaurant Loco Cocos

Tacos is located across the street from the medical facility. Panelists were also informed that the community is adamant about the property not being developed as a single-use, multi-level parking garage to alleviate the PNS parking issue, but parking would be allowed as a component of a multifamily or mixed-use redevelopment plan.

Panelists and their guides next drove to former Tanger Outlet Center, now Outlets at Kittery I, located on Route 1 and across from The Kittery Trading Post, a popular retail attraction. The 3.25-acre outlet center has a combination of national, regional and local brands, and of the 11 stores, there were three vacancies, including a large (7,000 square foot) standalone former Bass Shoe outlet. The owner, Adco, a New York-based real estate firm, also owns Outlets at Kittery II, located nearby on Route 1, which is comprised of six retail spaces, three of which were vacant at the time of the tour.

There is an 83-key Hampton Inn & Suites by Hilton hotel (with no restaurant) adjacent to the outlet center, positioned on a 4-acre parcel between I-95 and Route 1, with the hotel taking up approximately two acres. The other two acres are currently listed for sale. The sidewalks along Route 1 are narrow and less-than-ideal for pedestrian/bicycle access consistent with a walkable mixed-use center, but Kittery is in the process of developing a Bicycle and Pedestrian Master Plan. Panelists were also informed that there is a middle school within close proximity (less than one mile) to the outlet center. Zoning has been approved to allow for 50-foot building heights and allows for residential development. However, ownership is actively pursuing a retail-only strategy for the site at this point in time.

## Town Background and Study Area

Kittery is a seacoast town that is synonymous with its array of retail outlet centers along U.S. Route 1, many of which are owned and operated by the Simon Property Group. Incorporated in 1647, it is the oldest town in the State of Maine and was a key center for trading and shipbuilding. Kittery originally included what are now the towns of Eliot, Berwick, North Berwick and South Berwick. The Portsmouth Naval Shipyard (PNS) was established in Kittery in 1800, and is the nation's oldest continuously serving Navy yard. Located on Seavey Island in southeastern Maine on the Piscataqua River, 50 miles north of Boston, Massachusetts and 50 miles south of Portland, Maine, its primary mission now is the safe overhaul, repair and modernization of the U.S. Navy's nuclear-powered attack submarine fleet.

The PNS has a major impact on the region, contributing more than \$1 billion in 2019 to the Southern Maine economy – a figure that has grown by 54 percent since 2017, according to a report by the Seacoast Shipyard Association. In 2018, the Department of Defense funded a study to identify housing and transportation issues in the region and to provide recommendations to mitigate those issues. The Joint Land Use Study (JLUS, guided by Stantec Consulting), a collaborative planning effort between the Town of Kittery, the Southern Maine Planning and Development Commission (SMPDC) and PNS, was completed in January of 2020.

PNS currently employs approximately 6,400 full-time workers in three around-the-clock shifts, with 5,000 workers commuting to the island for the first shift. Another 1,000 contractors may work on the shipyard throughout the week. There was a time when the number of workers at the base totaled approximately 9,000, and the majority of PNS workers lived within walking distance. In addition, there were virtually no enforced parking restrictions in Kittery, according to stakeholders, with homeowners charging

workers to park on their properties to walk the short distance to work. However, with the escalation in Kittery housing prices – both single family homes and rentals – less than 7% of shipyard workers live in Kittery today. A recent study revealed that the shipyard employs greater numbers of workers from the Maine communities of Berwick, Lebanon and Sanford (nearly 30 miles away), as well as Rochester and Dover, New Hampshire, than Kittery. The large number of commuters creates regional roadway congestion on roads like Route 236 and on many streets throughout Kittery, as many workers opt to travel in single-occupancy vehicles, despite the government-sponsored Transportation Incentive Program (TIP), which reimburses workers taking accredited park and ride shuttle buses.

## Population/Demographics

The Town of Kittery has seen modest population growth over the last two decades, from 9,543 in 2000, followed by a slight dip to 9,490 in 2010, to 9,819 (2019 estimate), according to the U.S. Census. The population is 92% White, with a median household income of \$78,451, and a poverty rate of 6.2%. According to Zillow, the typical home value of homes in Kittery was \$470,948 in April 2021, with home values increasing 20.2% over the past year. According to the Maine Association of Realtors, 32% of home sales went to out-of-state buyers last year. Sixty-six percent of housing in Kittery is single-family residences, and there were only four apartments listed for rent in a May Zillow search, with rents ranging from \$1,085 for a one-bedroom to \$3,500 for a three-bedroom.

## Kittery Assets and Opportunities

Kittery has many of the ingredients necessary for successful commercial and multifamily development – a prime location, a major employer within the Town, access to multiple transportation modes (major highways, railway infrastructure, bus and shuttle services, and water transport) – and strong government support.



Attractive multi-family residential buildings in the center of town. Source: TAP Panel.



Portions of the Water District site are being used for construction staging. Source: TAP Panel.



The Outlets at Kittery shopping center. Source: TAP Panel.

**Location** – Kittery is 50 miles north of Boston and 50 miles south of Portland, with access to the harbor and the Piscataqua River. The downtown area, Kittery Foreside, is a classic New England walkable seacoast village, with an array of shops, restaurants, and historic residential and commercial buildings.

**Political Will to Achieve Goals** – As evidenced by the collaborative efforts of the Town (particularly the Town Manager and Planner), the SMPDC, MaineDOT, and the Department of Defense/PNS, the governmental agencies have a sense of urgency around finding solutions to the affordable housing and traffic issues facing Kittery and Southern Maine.

**Large, Developable Sites** – In a town where land is at a premium, the sheer size of the parcels at the Water District and the Outlets at Kittery, in close proximity to multiple transit modes and employment centers, makes them ideal candidates for mixed-use development.

**Employment Base** – The importance of the PNS as an economic engine for Southern Maine cannot be overstated. According to representatives from the shipyard, the employment numbers (roughly around 6,400) are likely to remain stable for the foreseeable future.

**Alternative Transport Options** – Although much of the shipyard traffic comes via single-occupancy vehicles, PNS has a Transportation Incentive Program (TIP) for workers to reduce traffic congestion and environmental impact. TIP reimburses personnel up to \$270.00 per month for pre-approved commuter mass transit transportation providers such as Rideshare, VRide, COAST Bus and GoMaine, and is currently utilized by more than 900 employees (approximately 14 percent of workers). Locally, there is the COAST bus system, where the newly created (2020) Route 44 runs hourly from the Portsmouth City Hall to Kittery (PNS Gate 1) on weekdays. And with the PNS being on an island, it has the potential to transport shipyard personnel via ferry from downtown Portsmouth.



## Challenges

### **Parcel Readiness/Ownership Issues –**

Unlike the Berwick site, which is permitted and nearly ready to begin construction, a lack of certainty exists with the redevelopment viability of both Kittery parcels. The Water District needs to determine where it can store its trucks and equipment, either in Kittery or a surrounding town within its services area (which bylaws allow). Of lesser concern is where the offices could be relocated, although the Town Hall is a possibility, locals are used to paying their water bill in-person at the current location. The owners of the Outlets at Kittery, Adco, are planning to continue with a retail-only strategy, and appear to be averse to mixed-use redevelopment at this time, according to their representatives from Avison Young.

**Forming A Vision for Development –** Given that the two parcels are still in the “imagining” stage, a number of issues need to be resolved before any planning moves forward. Coming up with a concrete plan for the appropriate mix of housing types and units (number of bedrooms), height and density, transit options and design standards, is premature until those issues are resolved. Another concern would be how much parking can be approved at the nearby Water District site, which could

help to alleviate the bottleneck at the PNS entranceways.

**Construction Costs –** As with Berwick, the cost of construction labor and materials continues to escalate, and remains a barrier to building affordable housing across the country.

### **Potentially Competing Interests for Stakeholders –**

While a number of government agencies and non-profit entities recognized the need for affordable housing and transit solutions and came together to find those solutions, there may be competing interests in terms of prioritizing projects.

## Recommendations for the Water District

With Kittery Foreside, the Town's walkable and trendy downtown in such close proximity, one design consideration for the mixed-use redevelopment at the site would be to emulate the district's character in terms of its intimate scale and mix of uses. One potential design concept would be to activate the streetscape and increase residential density along State Road, while also establishing a transit connection along Walker St. through a bus and/or train stop (although it is understood that any use of rail would be a longer-term goal) to transport people to the shipyard and downtown Kittery.



Panel sketch of the redeveloped Water District site. Source: TAP Panel



Panel sketch of the redeveloped Water District site. Source: TAP Panel

The redevelopment could be completed in phases, creating a range of uses and housing types. New street connections could connect this site from State Road to Park Avenue, while establishing a larger building on State Road and a smaller community of street-fronting homes adjacent to the existing residential neighborhood. Walking trails may be developed to link pedestrians to the open space wetlands.

The first phase of new construction would include a 4-5 story mixed-use building. Ground floor retail spaces for several shops would open onto a broad tree-lined sidewalk along State Road, and would benefit from foot traffic from residents and commuters. A new multi-level parking structure for up to 200 cars would be screened from view by up to 136 residential units, with the vehicular entrance accessed from the newly created Park Street Extension off State Road. Approximately thirty new three-bedroom condominium townhomes would face onto a loop street, creating a diversity of housing types in the neighborhood. These homes would complement the scale and character

of the adjacent community, featuring front porches, front and rear yards, and parallel-street parking, while transitioning between the existing neighborhood and the new mixed-use building.

## Outlets at Kittery Site

**Phase One** – With its corner location and relatively aged collection of retail properties, the Outlets at Kittery site is a model candidate for mixed-use redevelopment. The parcel is located on U.S. Route 1 across from the wildly popular Kittery Trading Post and just north of the recently opened (2019) Hampton Inn & Suites. During the site tour, panelists noted a lack of food options at the retail center, and concurred that offering a diverse array of food vendors would be a way to activate the site. One way to accomplish that goal, with minimal investment, would be to establish a recurring food truck festival. In addition to providing creative food items and an additional draw for the outlets, it could also serve as a potential feeder system for food trucks that have developed followings large enough to transition to brick-and-mortar, potentially filling

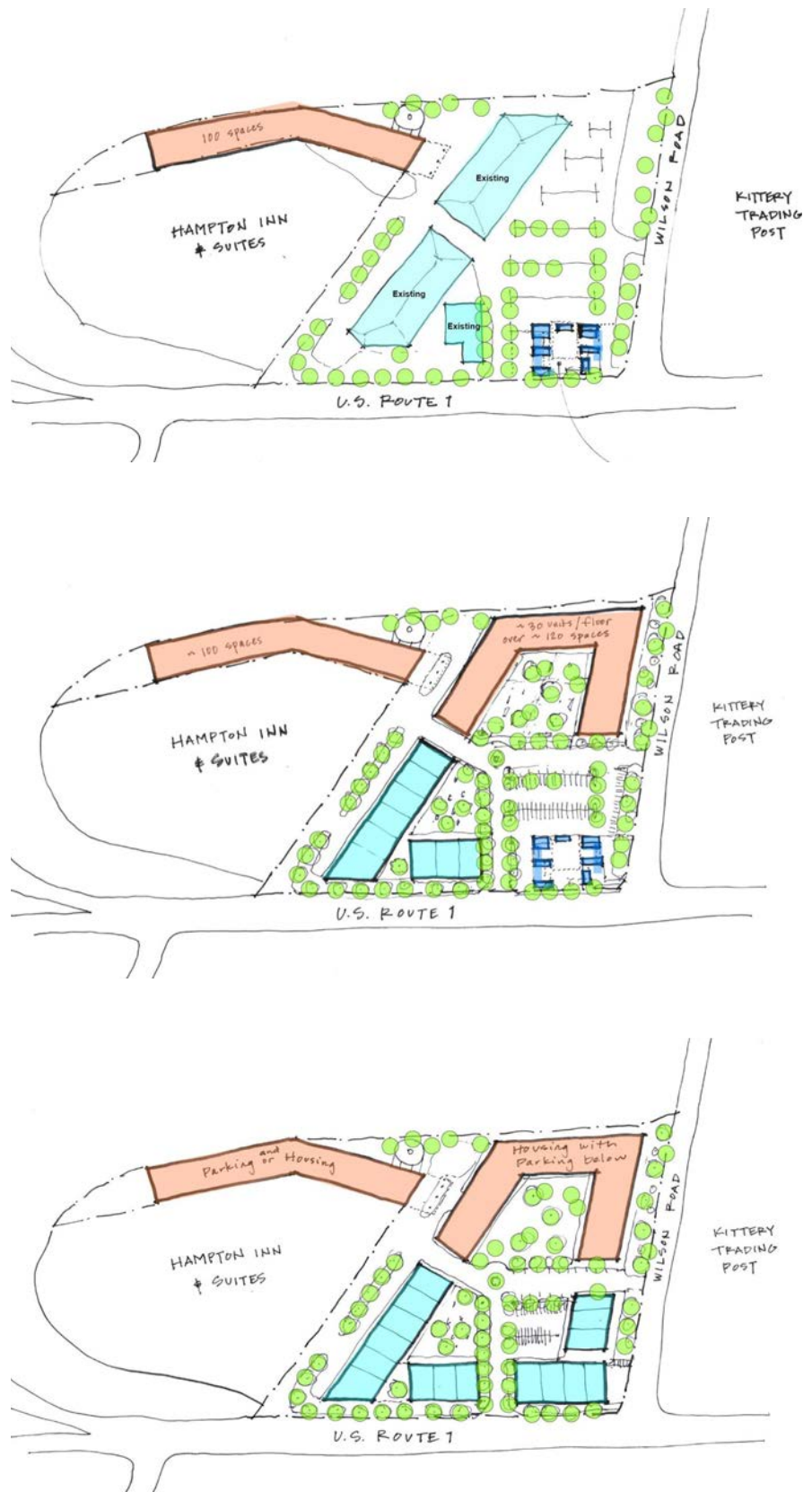


some of the retail vacancies. Another possible avenue for activating the center would be to use shipping containers in place of brick-and-mortar structures to create a temporary popup retail/food hall experience using a portion of the parking lot at the intersection of Route 1 and Wilson Road. (Dark blue boxes on rendering).

In addition, the unique panhandle shape of the parcel features an underutilized sliver that runs behind the hotel (in pink on rendering) that could be developed as a multi-level Park & Ride, potentially accommodating up to 100 vehicles per level. That portion of the parcel has direct access to Route 1, and is removed from the primary retail area (but within steps of the shops). A Park & Ride may help to mitigate some of the traffic issues associated with commuting to the shipyard while also offering additional parking for the outlets.

**Phase Two** – Panelists also recommend considering a second, more ambitious vision for Phase II, which would be the redevelopment of the retail center into a mixed-use, residential/retail property. In this scenario, the retail buildings would be moved closer to Route 1, and four stories of multifamily housing would be constructed at the rear of the parcel (in pink, along Wilson Rd. on rendering). The plan also calls for streetscape improvements (widening sidewalks for pedestrians and bicyclists, enhanced landscaping and the addition of greenery throughout the site) as well as additional access points. This would create an active, outdoor space with a variety of uses connected to the retail. In this proposal, the redevelopment would consist of 25,000 square feet of retail and 90 apartments as well as the open space.

**Phase Three** – In the third phase, the temporary retail/food hall shipping containers would be replaced by brick-and-mortar structures, which would increase the retail component of the development to 40,000 square feet.



Panelists' renderings of the potential phasing of the Outlets mixed-use redevelopment.  
Source: TAP Panel



# Additional Recommendations

In addition to the potential redevelopment solutions proposed by the TAP at the three sites, the panelists also addressed region-wide issues, and provide additional commentary on the individual sites for the short, medium and long term.

## Short Term

### **Identify Affordable Housing Resources –**

Because the State of Maine does not have requirements or strong incentives to build more affordable housing (as recently as 2019, the rate of production of new affordable housing units was only about 250 units annually, according to the Maine Affordable Housing Coalition) the TAP stakeholders should make a concerted effort to research all available sources of funding available. As noted in the Berwick section above, the current approach to allocating LIHTC is at odds with the population density and affordable housing needs of the state's more populated communities. It is also not

supportive of best planning practices.

**Update Zoning –** Municipalities throughout the region should assess their zoning to support as-of-right production of multi-family (2 or more units), starter homes (see Westford, MA zoning code) and additional dwelling units (see York, ME or Provincetown, MA zoning code). Communities can also consider overlay districts for more dynamic zoning that will allow for mixed-use development, including retail, residential, office/commercial space. Outdated zoning that impedes the production of affordable housing (such as the requirement of one off-street parking space per bedroom in some municipalities) should be identified and modified.

**Water District Relocation –** In order to expedite the planning of a mixed-use development at this site, the Town of Kittery and SMPDC should accelerate its efforts to find alternative locations for its administrative offices and its equipment.



Welcome sign for the Outlets at Kittery. Source: TAP Panel

**Create Priority Lanes at Shipyard** – A good deal of the traffic congestion at the shipyard is generated by the bottleneck created at the two entranceways. PNS should strongly consider creating a priority lane for carpools, vans and buses. The move would create an incentive for single-occupancy vehicle operators to use the various ride-share options to reduce their commute times (up to 30 minutes at gates according to stakeholders).

**Improve Streetscapes** – Working in conjunction with the MaineDOT, the municipalities should implement streetscape improvements (widening sidewalks and bike paths, adding greenery) at the redevelopment sites to create a safer, more walkable environment. Also, the main roads within Kittery would benefit from bike and pedestrian accommodations as is being discussed in the proposed Bicycle and Pedestrian Master Plan for Kittery.

**Encourage and Pursue Transit Partnerships** – PNS currently offers an incentive to workers in the form of its Transportation Incentive Program (TIP) to encourage usage of pre-approved commuter mass transit transportation providers (COAST, bus shuttles, GoMaine). Transit Agencies, SMPDC, and Maine DOT should pursue partnerships with other employers to help fund an expansion of their operations and reduce the number of single-occupancy vehicles.

## Medium Term

**Create Mobility Hubs at Redevelopment Sites** – Currently there is a COAST Bus Route 44 stop on Walker St. near the Water District. A more expansive transit hub, one that is nearer to the Water District, could include bicycle racks and possibly connect with the existing but underutilized rail system. The hub would be an important part of a larger public transport system that would benefit the downtown (Foreside Kittery is .4 miles from the Water District) as well as the shipyard. A transit hub at the Outlets at Kittery would also help to activate the proposed food truck/popup retail as well as the existing outlets.

**Explore Additional Regional Parking Options** – PNS and the other TAP stakeholders should increase their efforts to identify additional candidates for Park & Ride facilities near existing transit services, possibly enlisting the services of a brokerage to identify off-market parcels.

**Improve Highway Amenities** – Panelists noted that there are minimal highway rest areas between Portsmouth, NH and Portland on I-95. The underutilized land that is part of the outlet malls and adjacent to the highway provides an opportunity to provide a service to drivers as well as lure them off the highway to spend some time and money in Kittery.

## Long Term Recommendations for the Shipyard

**Pursue Sustainable Transit Options** – In order to attract and retain younger, skilled employees to replace the retiring segment of the workforce, PNS needs to put more focus on sustainable transportation solutions such as public transit, ride share options and bikes.

**Explore Feasibility of Implementing Ferry Service to PNS** – Although there would be a number of challenges (construction of docks, acquisition of vessels, security issues) associated with this mode of transport, it is an option worth exploring given the sense of urgency around traffic issues.

**Explore Possibilities with Pan Am Rail** – The nearly dormant rail system extends from Maine to New York, including a stop at the new, underutilized Foundry Place Garage in Portsmouth, which may offer a parking solution for workers who could then board the train to the base. Initially, The Foundry Place Garage should be considered as a candidate for a Park & Ride.

**Build Structured Parking on Base** – Currently the parking at PNS has many surface lots. While additional multilevel structured parking would not solve the bottleneck at the gateways, it would increase parking capacity and vehicular movement on the base substantially, though it may also induce parking demand.

# Funding and Resources

Below is a list of grants and other programs that may be helpful in providing guidance and/or securing additional funding for infrastructure and affordable housing. Not all may be appropriate.

**Brownfields Area-Wide Planning (BFAWP) Program** – Helps communities perform the research needed to develop an area-wide plan for brownfields assessment, cleanup, and reuse.

**Brownfields Assessment/Site-specific Assessment Grant** – Applicants may request up to \$200,000 to assess a site contaminated by hazardous substances, pollutants, and contaminants.

**ARPA Funding** - The American Rescue Plan provides an opportunity for state and local governments to make strategic investments in long-lived assets.

## EDIC Grants

### State Tax Increment Finance programs:

- Credit Enhancement
- Infrastructure
- Affordable Housing (provides operating subsidies for developers, as well as additional points for tax credit applications), and federal programs bring long term deed restrictions
- Transit Oriented Development
- Can often be layered
- Have benefits for state revenue sharing

## Additional ULI Resources

*The Economics of Inclusionary Development*  
<https://2os2f877tnl1dvtmc3wy0aq1-wpengine.netdna-ssl.com/wp-content/uploads/ULI-Documents/Economics-of-Inclusionary-Zoning.pdf>

*Housing in the Evolving American Suburb*  
<https://americas.uli.org/evolving-u-s-suburbs-continue-shape-residential-demand-development/>

*How Smarter Land Use Policies Can Strengthen Local Housing Markets*  
<https://2os2f877tnl1dvtmc3wy0aq1-wpengine.netdna-ssl.com/wp-content/uploads/ULI-Documents/State-Housing-Policy-Report-2017.pdf>



# Final Thoughts

**On Zoning** – The panel applauds the work done already by SMPDC, Stantec, and the individual municipalities for learning and thinking regionally and acting locally and intentionally. With appropriate zoning changes, there are some real opportunities to align what and how communities are investing in their infrastructure. And it is vital to think of transportation as an integral component of their infrastructure – as important as water, sewer and utilities.

**Building a Healthy Community Through Development** – In our experience, much of the multifamily development occurring along the East Coast in the last decade has been geared towards young professionals and empty nesters. Conventional thinking has often been that children put a strain on school systems and other resources, but it is important to convey that children need to be part of any discussion in terms of developing a healthy community. Young families with children typically spend disposable income within the community, particularly one that has a well-planned downtown center with amenities like restaurants and experiential retail. Conversely, empty nesters (seniors) often bring additional expenses to communities, primarily related to health care and emergency services. It is important to let the community and the market – rather than politics that discriminate against family-types – dictate what needs to be developed within the community.

**Plan Ahead** – Zoning is a community's most impactful land use tool. Inclusionary zoning, or mixed-used zoning may not be feasible given the current market conditions, or of interest

for current landowners, but as the market and land ownership changes, it will reflect how the community needs to grow and change reflecting the environmental, economic and demographic realities of today and the future.

The TAP committee was impressed with the local efforts, particularly the beginnings of a more regional thought process and approach to solving housing challenges. In addition, it would be helpful to more clearly define workforce housing. If it can't be defined as a percentage of area median income, then we can't determine the necessary deal structure (including financing needs) to create it. As noted above, Berwick currently has workforce housing. What it lacks is an inventory of rental units which would widen the workforce housing category.

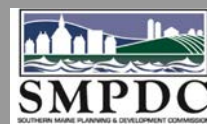
Panelists were also impressed by the real desire by municipal and regional staff to learn and understand all the pieces that come together to make a project successful, as well as the willingness to learn what other communities are doing. An additional helpful resource would be the Massachusetts' Housing Toolbox, which has a number of specific examples that would be applicable to many of the challenges Berwick and Kittery are facing. The site is updated and managed by Mass Housing Partnership. The site and the staff at MHP are a great resource, and can provide strategies and best practices for the creation and preservation of affordable housing, with guides, tools and resources for local boards & committees, planners, municipal staff, developers, and volunteers.

## E. Communications Plan Supporting Information

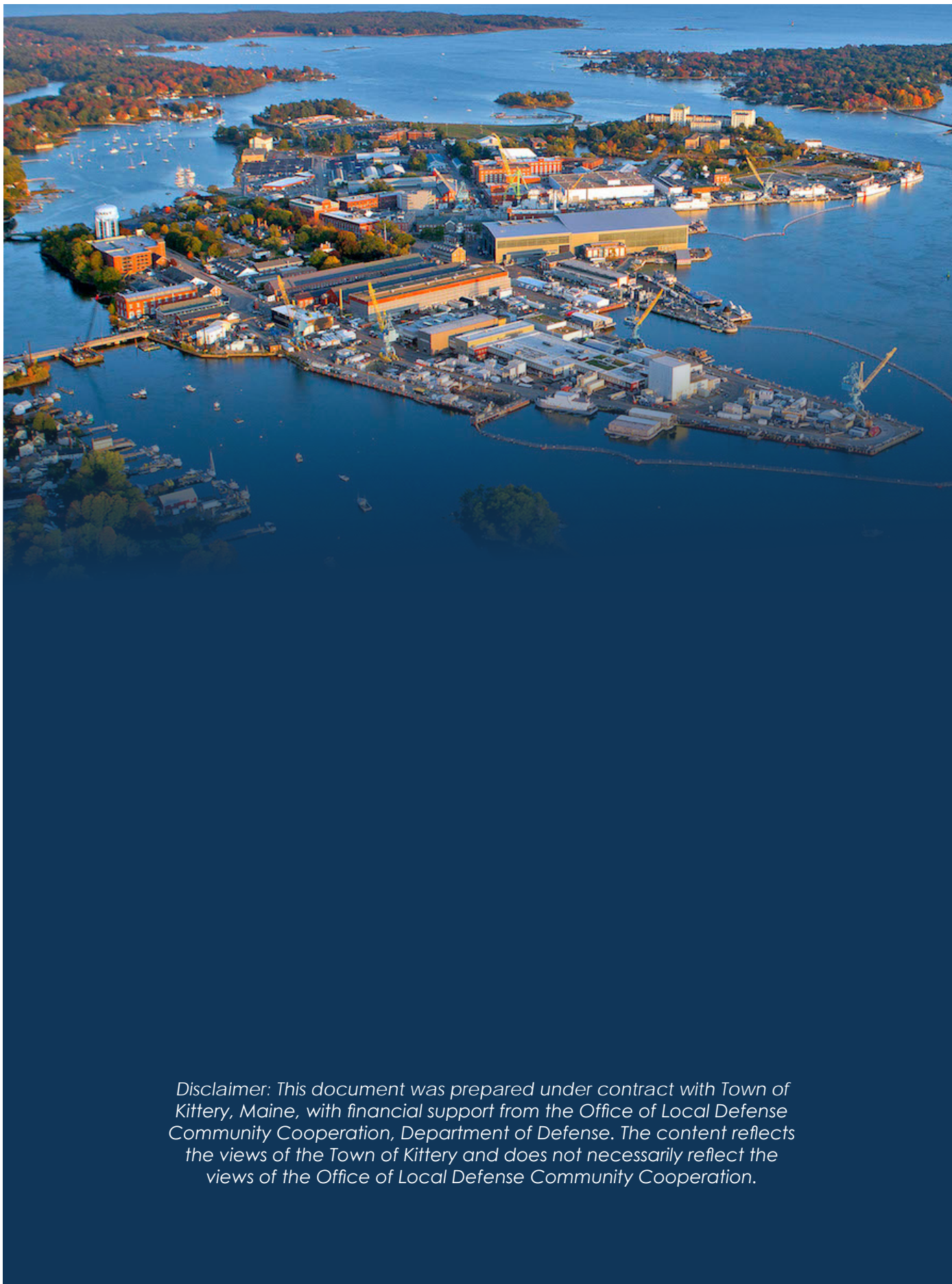


SOUTHERN MAINE /  
SEACOAST NEW HAMPSHIRE /  
PORTSMOUTH NAVAL SHIPYARD  
**JOINT COMMUNICATIONS &  
COORDINATION MANUAL**

DECEMBER 15, 2021

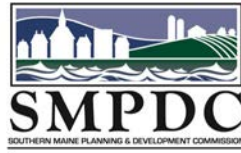






*Disclaimer: This document was prepared under contract with Town of Kittery, Maine, with financial support from the Office of Local Defense Community Cooperation, Department of Defense. The content reflects the views of the Town of Kittery and does not necessarily reflect the views of the Office of Local Defense Community Cooperation.*

# SOUTHERN MAINE / SEACOAST NEW HAMPSHIRE / PORTSMOUTH NAVAL SHIPYARD JOINT COMMUNICATIONS & COORDINATION MANUAL



The joint communications & coordination manual was a collaborative effort among multiple community partners including working group members from Portsmouth Naval Shipyard, Town of Kittery, City of Portsmouth, Southern Maine Planning & Development Commission, and supported by the Office of Local Defense Community Cooperation.

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# OVERVIEW

## Overview

The Town of Kittery and Portsmouth Naval Shipyard Joint Land Use Study (JLUS) was completed in January of 2020, providing the opportunity for the Town of Kittery, Southern Maine Planning & Development Commission, States of Maine and New Hampshire, and Portsmouth Naval Shipyard (PNS) to strengthen their existing partnership and establish a blueprint for mutually beneficial actions to support military readiness, and continued community growth and economic development.

The JLUS planning process, together with the subsequent implementation of the study recommendations, continues to represent a collaborative effort among PNS and the community, including residents, business owners, state and federal officials, etc. Through this collaboration, communication and coordination is strengthened among the parties, encouraging them to act as a team to identify and address issues impacting both the Navy and communities across the region.

While informal lines of communication serve to ameliorate temporary issues, more formal lines of communication and coordination can support mutual success, allowing affected stakeholders to identify and address issues before they can threaten the continued military operations and impede community growth and economic development. These formal lines of communication and coordination can further the following goals.

- Develop Mutual Awareness – Community and Military
- Support Early and Ongoing Communication and Coordination
- Create a Partnership for Mutual Success
- Support Cooperative Planning
- Recognize Formal Coordination is Essential

## Purpose

This Joint Communications and Coordination Manual, together with the Southern Maine/ Seacoast New Hampshire/Portsmouth Naval Shipyard Partnership Memorandum of Understanding (Appendix A), is intended to formalize and continue to build and strengthen the existing relationships among PNS and the surrounding communities to ensure mutual success. The manual is intended to:

- Enable PNS and the surrounding region to more efficiently and effectively communicate and coordinate;
- Support transition through changes in installation command and community leadership; and
- Help build new relationships.

This manual represents just the beginning of a long-term commitment towards efficient and effective communication and coordination. It will need to be updated annually, with a focus on the quality of information to refine with each update. Equally important, PNS and community leadership and staff will need to train their successors to allow for a smooth transition in their deepening military-civilian relationships.

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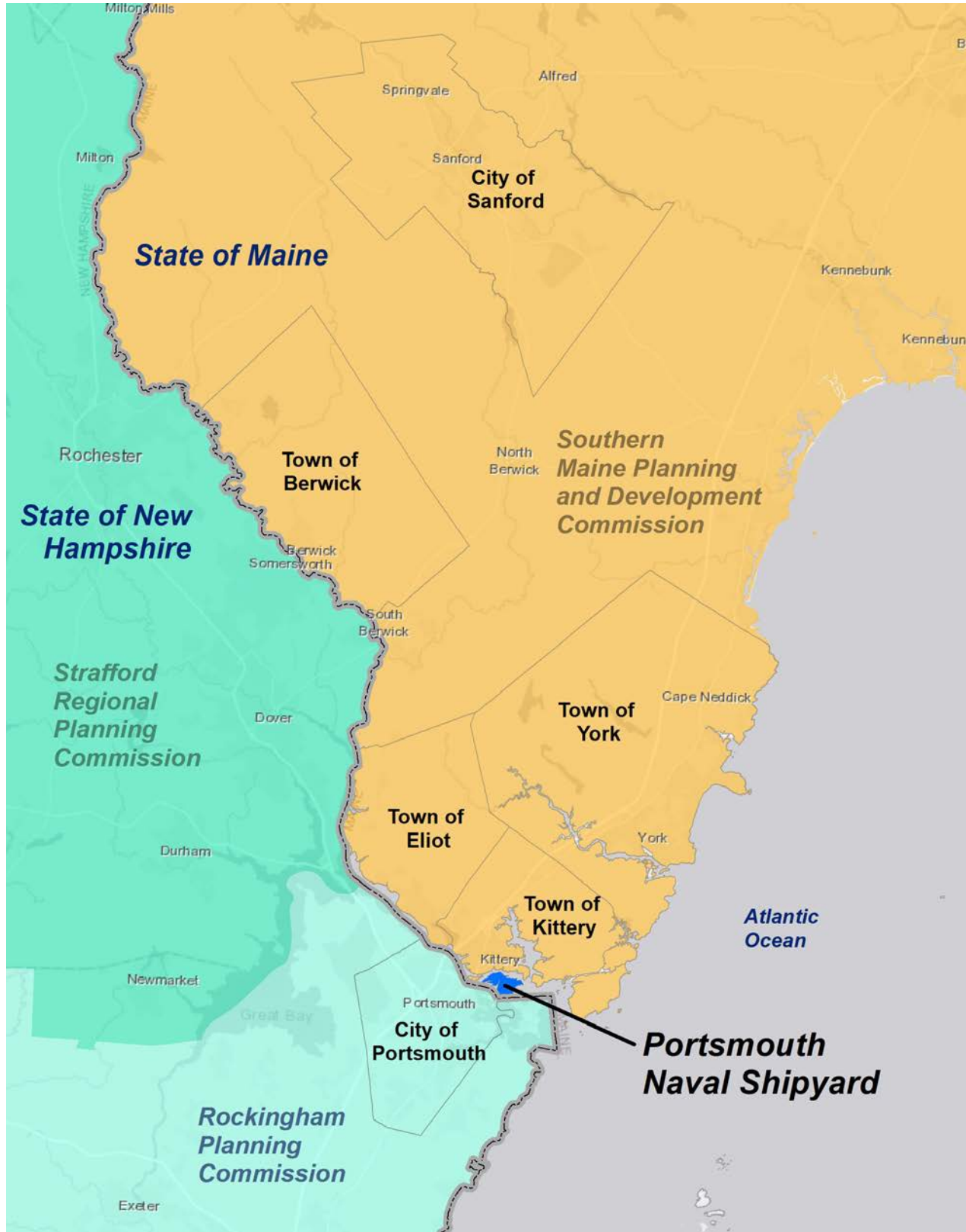
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# PORTSMOUTH NAVAL SHIPYARD



## History

Portsmouth Naval Shipyard (PNS) was established by the U.S. Government in 1800 and launched its first product, the 74-gun warship USS Washington, in 1815.

The PNS workforce expanded to nearly 5,000 during WWI. During WWI, PNS took on a new and important role: the construction of submarines, in addition to the overhaul and repair of surface vessels.

During World War II, the civilian employment rolls swelled to more than 25,000. Over the course of World War II, more than 70 submarines were constructed at PNS, with a record four submarines launched on one day.

Following World War II, PNS was the Navy's center for submarine design and development. The research submarine USS Albacore, with its revolutionary teardrop-shaped hull and round cross-section, set the standard for all subsequent submarine hull design worldwide.

PNS continued to build submarines until 1969, when the last submarine built in a public shipyard, the nuclear-powered USS Sand Lance, was launched.

Today, the shipyard continues the tradition of excellence and service to the Navy and the nation by supplying the submarine fleet with high-quality, affordable, overhaul, refueling and modernization work<sup>2</sup>.

<sup>1</sup> "Military Installations – Portsmouth Naval Shipyard In-Depth Overview," Military One Source, accessed July 12, 2021, <https://installations.militaryonesource.mil/in-depth-overview/portsmouth-naval-shipyard>.

<sup>2</sup> Ibid.

<sup>3</sup> <https://www.navsea.navy.mil/Home/Shipyards/Portsmouth/>

## Mission

Proud of our past ... Ready for the future!<sup>3</sup> PNS's primary mission is the safe overhaul, repair and modernization of the U.S. Navy's nuclear-powered attack submarine fleet, specifically Los Angeles and Virginia-class submarines. PNS provides quality overhaul work in a safe, timely and affordable manner. This includes a full spectrum of in-house support--from engineering services and production shops, to unique capabilities and facilities, to off-site support--all of which serves the multifaceted assortment of fleet requirements.

## Values

We define Portsmouth every day through our service. With this service comes great responsibility; to our families, to our community, to each other, to our heritage, and to our Nation. We meet these responsibilities by living up to the values embodied in our Declaration of Excellence and the Navy's core values of honor, courage, and commitment.

## Shipyard Characteristics

PNS encompasses more than 309 acres including the main base and a family housing site off base in Kittery, Maine. There are 300 buildings with more than 4 million square feet of space including 49 ship repair/overhaul buildings. PNS has 6,224 linear feet of berthing and, with its three drydocks, is capable of docking all active classes of attack submarines including Los Angeles and Virginia Classes. The shipyard has a plant value for real property (structures) in

# PORTSMOUTH NAVAL SHIPYARD

excess of \$1B with plant equipment valued at approximately \$473M<sup>4</sup>.

## Shipyard Location

Located about 50 miles north of Boston, Massachusetts, at the southernmost tip of Maine, the Shipyard fully encompasses Seavey Island, which sits at the mouth of the Piscataqua River. The island is across the river from Portsmouth, New Hampshire.

## Geography and Demographics

The PNS employs upwards of 10,000 people. Commands include: Naval Sea Systems Command (NAVSEA), Commander, Naval Installations Command (CNIC) Submarine, Maintenance, Planning and Procurement (SUBMEPP), Navy Medical Readiness and Training Unit-Portsmouth, Naval Sea Logistics Center (NSLC), SERE Training School, Army Recruiting Battalion, Naval Facilities Engineering Systems Command (NAVFAC), Defense Logistics Agency, and military crew members of each Submarine at PNS undergoing maintenance.

## Transportation

PNS is located on a small island, and one of the on-going concerns is limited parking. The Shipyard promotes carpooling and use of mass transportation using the federal Transportation Incentive Program (TIP) to reimburse employees for some of their commuting costs. TIP is a federal Department of Transportation (DOT) program. At PNS, TIP is operated through 50 independent sites providing public transit access to the Shipyard from areas across the region. As of October 2021 there are 79 vanpools and 14 busses in the program with total ridership of approximately 850 employees.

## Economic Development

According to the Seacoast Shipyard Association, the overall PNS economic impact for 2020 total was \$947,860,799. The 2020 economic impact within the community for civilian and military workforce payroll was \$718,276,832.

## U.S. Navy Leadership

**Department of the Navy.** As directed by Congress and the President, the US Navy defends American interests around the globe. The United States is a maritime nation, and the US Navy protects America at sea. Alongside our allies and partners, the US Navy defends freedom, preserves economic prosperity, and keeps the seas open and free.

**Secretary of the Navy (SECNAV)** is The Honorable Carlos Del Toro\*. The SECNAV, a civilian, is responsible for all affairs of the Department of the Navy. The Secretary oversees the construction, outfitting and repair of naval ships, equipment, and facilities.

**Chief of Naval Operations (CNO)** is Admiral Michael Gilday\*. The CNO, a four-star admiral, is responsible for the command, utilization of resources, and operating efficiency of the operating forces of the Navy and Navy shore activities assigned by SECNAV.

**Commander, Navy Installations Command (CNIC)** is Captain Christopher C. Jason\*. The CNIC, a US Naval officer, is responsible for the operations, maintenance, and quality of life programs to support the Navy's fleet.

<sup>4</sup> "Portsmouth Naval Shipyard Fact Sheet," NAVSEA, ND.



# PORTSMOUTH NAVAL SHIPYARD

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**Commander, Naval Facilities Engineering Systems Command (NAVFAC)** is Rear Admiral John Korka\*. NAVFAC commander, a rear admiral, Chief of the Civil Engineers Corps, is responsible for the Civil Engineer Corps Officers, civilians, and contractors who serve as engineers, architects, contract specialists, and professionals.

**Commander, US Fleet Forces Command (USFFC)** is Admiral Christopher W. Grady\*. USFFC, a four-star admiral, is responsible for training, certifying, and providing combat-ready Navy forces capable of conducting prompt, sustained operations in support of US national interests.

**Commander, Naval Sea Systems Command (NAVSEA)** is Vice Admiral William J. Galinis\*. NAVSEA Commander, a vice admiral, is responsible for design, building, delivery, and maintenance of ships, submarines, and systems. NAVSEA activities, geographically dispersed throughout the country, support the Fleet and Department of Defense. PNS is a field activity of NAVSEA.

**Commander, Portsmouth Naval Shipyard** is Captain Daniel W. Ettlich\*. Portsmouth Naval Shipyard commander, a US Navy captain, is responsible for all shipyard activities, including the safe overhaul, repair, and modernization of US Naval nuclear-powered attack submarines and the naval installation in support of this mission.

\*All names are current at time of publication.

<sup>7</sup> "NAVSEA Activities," Naval Sea Systems Command, accessed July 13, 2021, <https://www.navsea.navy.mil/Who-We-Are/NAVSEA-Activities/>.

Opposite page:

<sup>8</sup> SECNAVINST 5720.44C CH-1, Page 1-15.

<sup>9</sup> Joint Publication 3-61, Public Affairs.



Image above:  
The Navy military units are more complex than other military services. They are overseen by the U.S. Secretary of Defense and structured in two chains of command: operations and administrative. Shown here are the 11 command units for the operations command. Administrative leaders are the SECNAV (civilian leader) and the CNO (military leader) as described on the previous page. An [interactive Navy Military Unit structure](#) can be found on the Defense.gov website.

# PORTSMOUTH NAVAL SHIPYARD

## Communication Plan

The Shipyard mission requires “communication activities to be synchronized and integrated across functions and connected to higher headquarters communication plans and activities through an approach of research, planning, execution, and assessment<sup>8</sup>.”

- **Primary Contact for PNS:** The primary point of contact for PNS is the *Congressional and Public Affairs Office (PAO)*. The PAO is the conduit between the public and the Shipyard who works to promote positive relations with local communities and is the Commander’s principal spokesperson and primary coordinator for communication integration and alignment<sup>9</sup>.
  - Phone: (207) 438-1525
  - Email: [port\\_ptnh\\_ask\\_pao@navy.mil](mailto:port_ptnh_ask_pao@navy.mil)

- **Land Use and Encroachment Planning:** The *Community Planning and Liaison Officer (CPLO)* is the lead for land use planning and development programs to prevent encroachment and incompatible development in the vicinity of Navy property. Concerning community planning and growth management strategies, the CPLO coordinates with organizations on long-range planning, proposals, and initiatives. Relative to land use decisions adjacent to the installations, the CPLO coordinates with local officials, public and private entities.
  - Phone: (207) 438-6965

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## Portsmouth Naval Shipyard

Seavey Island, Kittery, ME 03904

Website: <https://www.navsea.navy.mil/Home/Shipyards/Portsmouth/>

Departments	Position Title	Contact	Telephone	Email	Website
Portsmouth Naval Shipyard, Naval Sea Systems Command	(PAO) Congressional and Public Affairs Officer	Danna Eddy	207-438-1525	<a href="mailto:danna.eddy@navy.mil">danna.eddy@navy.mil</a>	<a href="https://www.navsea.navy.mil/">https://www.navsea.navy.mil/</a>
Public Works Department Maine, Naval Facilities Engineering Systems Command	(CPLO) Community Plans and Liaison Officer	Thomas Morley	207-438-6965	<a href="mailto:thomas.morley@navy.mil">thomas.morley@navy.mil</a>	<a href="https://www.cnmc.navy.mil/">https://www.cnmc.navy.mil/</a>





# TOWN OF KITTERY, MAINE

## History

The Town of Kittery is in York County, Maine and is also the southernmost town in Maine. Incorporated in 1647, Kittery is the oldest town in the State of Maine. Originally Kittery included what are now the towns of Eliot, Berwick, North Berwick, and South Berwick. It was considered a key center for trading and shipbuilding. The nation's oldest continuously serving shipyard, Portsmouth Naval Shipyard, was established in Kittery in 1800.<sup>1</sup>

Kittery remains one of the state's most popular tourist attractions, renowned for its beautiful seacoast landscapes and commercial offerings. Thousands of visitors flock each year to Kittery's popular waterfront parks at Fort Foster and Fort McClary, and the spectacular ocean scenery at Seapoint and Crescent beaches. Kittery's Foreside neighborhood boasts award-winning restaurants, walkable streets, and eclectic storefronts in a quintessential New England village setting. The shopping malls along Kittery's Route 1 corridor are a year-long attraction for both local and out-of-town shoppers.

## Geography and Demographics

According to the latest census estimate, the population of Kittery, Maine is 9,907. The land area is 17.78 square miles. Kittery is surrounded by several water bodies, including the Piscataqua River, Spruce Creek, and the Gulf of Maine. Kittery's median age is 47.7 years, compared with Maine's 45.1 years. The median household income (in 2019

<sup>1</sup> Kerr, D. Allan. "About Kittery Maine's First Town." Retrieved April 23, 2020. <https://www.kitteryme.gov/about-kittery>.

<sup>2</sup> Kittery 2015-2025 Comprehensive Plan. Retrieved April 23, 2021. 000-complete\_comp\_plan\_vol\_1\_final\_no\_exec\_summary\_3.22.18.pdf (kitteryme.gov).



dollars) for 2015-2019 was \$78,451, compared to Maine's median household income of \$58,924 (US Census Data, 2019 ACS 1-Year Estimates).

## Comprehensive Plan

According to the Land Use chapter of the [Kittery Comprehensive Plan](#) (2017), "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."<sup>2</sup> The Comprehensive Plan's main goals are to preserve the Town's character, increase and improve multi-modal transportation, and promote a multi-generational Kittery. To those ends, the Town has been working on transit connectivity in the Foreside and surrounding neighborhoods and improving the zoning code to allow for appropriate residential development to provide safe housing for new and existing residents.

## Transportation

According to the U.S. Census, the mean travel time to work for workers 16+ from 2015-2019 is 23.5 minutes.

The transportation network serving Kittery includes I-95, Route 236, Route 1 and the Route 1 Bypass. Similar to other area jurisdictions, when there is heavy congestion on I-95, local roadways are used as cut-throughs which causes congestion, especially during summer peak tourism season.

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# TOWN OF KITTERY, MAINE

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Contributors to local congestion include shift changes at PNS in addition to rush hour traffic.

The Cooperative Alliance for Seacoast Transportation (COAST) provides public transit services to PNS. In 2019, COAST modified operations to provide hourly service to Kittery Foreside from neighboring Portsmouth. Rail includes freight service to PNS. However, there is no available passenger rail service. Parking shortages in the community exist during peak periods and at water access points during summer months.

## Economic Development

The Town of Kittery's primary employer is the PNS. The Town boasts several distinct commercial areas, all with different commercial offerings. Kittery's Foreside district is home to small businesses and unique restaurants in a village setting along the Piscataqua River. The Route 1 Mall corridor includes many national brands in a collection of outlet shopping malls with views to Spruce Creek. Pepperrell Cove, the Town's harbor located along scenic Highway 103, offers boat moorings alongside a waterfront eatery. Since 2018, the Town has encouraged redevelopment along primary corridors in an effort to diversify the housing stock and strengthen the local economy. New multifamily developments and residential subdivisions have been proposed that will add new residents to Kittery in the coming years.

Current and past Capital Improvement Plans can be found on the [Capital Improvement Plan Committee](#) page on the city's website.

[Comprehensive Plan](#) Economic Chapter

Excerpts:

- 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 PNS 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.

# TOWN OF KITTERY, MAINE

## Town of Kittery

200 Rogers Road

Kittery, Maine 03904

Phone: 207-439-0452

Website: <https://www.kitteryme.gov/>

Business Hours: Monday – Thursday 8:00 a.m. – 6:00 p.m. | Closed Fridays

The Planning Board meets the 2nd and 4th Thursday of each month at 6:00 p.m. and advises the Town Council on land use and other property development-related items.

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Departments	Position Title	Contact	Telephone	Email	Website
Assessor	Town Contract Assessor	Paul McKenney	207-475-1396	<a href="mailto:assessing@kitteryme.org">assessing@kitteryme.org</a>	<a href="https://www.kitteryme.gov/assessor">https://www.kitteryme.gov/assessor</a>
Code Enforcement	Code Enforcement Officer	Craig Alfis	207-475-1308	<a href="mailto:ceo@kitteryme.org">ceo@kitteryme.org</a>	<a href="https://www.kitteryme.gov/code-enforcement">https://www.kitteryme.gov/code-enforcement</a>
Emergency Preparedness & Police	Chief of Police	Robert V. Richter	207-439-1638	<a href="mailto:rrichter@kitterypolice.com">rrichter@kitterypolice.com</a>	<a href="http://www.kitterypolice.com/">http://www.kitterypolice.com/</a>
Fire Department	Fire Chief	David W. O'Brien	207-439-2262	<a href="mailto:DO'Brien@kitteryme.org">DO'Brien@kitteryme.org</a>	<a href="https://www.kitteryme.gov/fire-department">https://www.kitteryme.gov/fire-department</a>
Fort Foster Park	tbd	David Rich	207-439-0333	<a href="mailto:drich@kitteryme.org">drich@kitteryme.org</a>	<a href="https://www.kitteryme.gov/fort-foster-park">https://www.kitteryme.gov/fort-foster-park</a>
Harbormaster	Harbormaster	John Brosnihan	207-451-0829	<a href="mailto:kpa@kitteryme.org">kpa@kitteryme.org</a>	<a href="https://www.kitteryme.gov/harbormaster">https://www.kitteryme.gov/harbormaster</a>
Human Resources Department	Human Resources Manager	Maureen Paro	207-475-1332	<a href="mailto:mparo@kitteryme.org">mparo@kitteryme.org</a>	<a href="https://www.kitteryme.gov/human-resources-department">https://www.kitteryme.gov/human-resources-department</a>
Library	Library Director	Lee Perkins	207-439-1553	<a href="mailto:perkinse@rice.lib.me.us">perkinse@rice.lib.me.us</a>	<a href="http://rice.lib.me.us/">http://rice.lib.me.us/</a>
Planning and Development	Director of Planning and Development	Adam Causey	207-475-1307	<a href="mailto:acausey@kitteryme.org">acausey@kitteryme.org</a>	<a href="https://www.kitteryme.gov/planning-and-development">https://www.kitteryme.gov/planning-and-development</a>
Public Works	Commissioner	David Rich	207-439-0333	<a href="mailto:drich@kitteryme.org">drich@kitteryme.org</a>	<a href="https://www.kitteryme.gov/public-works">https://www.kitteryme.gov/public-works</a>
Recreation	Director	Jeremy Paul	207-439-3800	<a href="mailto:jpaul@kitterycommunitycenter.org">jpaul@kitterycommunitycenter.org</a>	<a href="https://kitterycommunitycenter.org/">https://kitterycommunitycenter.org/</a>
Registrar and Deputy Registrar	Registrar	Karen Estee	207-475-1313	<a href="mailto:kestee@kitteryme.org">kestee@kitteryme.org</a>	<a href="https://www.kitteryme.gov/registrar-and-deputy-registrar">https://www.kitteryme.gov/registrar-and-deputy-registrar</a>
Schools	Superintendent	Eric F. Waddell	207-475-1334	<a href="mailto:ewaddell@kitteryschools.com">ewaddell@kitteryschools.com</a>	<a href="https://www.kitteryschools.com">Kittery School District – Kittery, Maine (kitteryschools.com)</a>
Tax Collection	Tax Collector	Kendra Amaral	207-475-1329	<a href="mailto:kamaral@kitteryme.org">kamaral@kitteryme.org</a>	<a href="https://www.kitteryme.gov/tax-collection">https://www.kitteryme.gov/tax-collection</a>



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Departments	Position Title	Contact	Telephone	Email	Website
Tax Collection	Deputy Treasurer/Tax Collector	Pauline Brewster	207-475-1316	<a href="mailto:pbrewster@kittery.org">pbrewster@kittery.org</a>	<a href="https://www.kitteryme.gov/tax-collection">https://www.kitteryme.gov/tax-collection</a>
Town Clerk	Town Clerk	Karen Estee	207-475-1313	<a href="mailto:kestee@kitteryme.org">kestee@kitteryme.org</a>	<a href="https://www.kitteryme.gov/town-clerk">https://www.kitteryme.gov/town-clerk</a>
Town Manager	Town Manager	Kendra Amaral	207-475-1329	<a href="mailto:kamaral@kitteryme.org">kamaral@kitteryme.org</a>	<a href="https://www.kitteryme.gov/town-manager">https://www.kitteryme.gov/town-manager</a>
Wastewater Treatment	Superintendent of Sewer Services	Timothy Babkirk	207-439-4646	<a href="mailto:tbabkirk@kitteryme.org">tbabkirk@kitteryme.org</a>	<a href="https://www.kitteryme.gov/wastewater-treatment">https://www.kitteryme.gov/wastewater-treatment</a>

# CITY OF PORTSMOUTH, NEW HAMPSHIRE

## History

The City of Portsmouth, in Rockingham County, New Hampshire was settled in 1623 and established in 1630.

Settled near the mouth of the Piscataqua River and founded on fishing, the port's economy subsequently grew on shipbuilding and mercantile trade. The shipyards that built the Continental Navy's Raleigh depicted on the State Seal and the Ranger for Captain John Paul Jones became the PNS in 1800, the nation's first and longest continuously-operated base. Subsequent shipbuilders produced clipper ships for the China Trade. The wealth of the shipowners and captains resulted in the collection of fine Georgian houses that remain (many on their original foundations, including seven National Historic Landmark houses and the 10-acre Strawberry Banke Museum) and rival the collection at Colonial Williamsburg. Four major fires in the first half of the 1800s led the residents to build with brick, which also contributed to the extraordinary legacy of 19th century architecture and streetscape.

Portsmouth's role during the American Revolution took shape on both sides of rebellion, with Loyalist merchants and Portsmouth patriots, a group of whom responded to Paul Revere's December 1774 visit by storming the local British-held Fort William and Mary to liberate gunpowder later used at the Battle of Bunker Hill under the command of the Continental Army's General John Stark. Stark was later the hero of the tide-turning Battle of Bennington and was the source of the state motto, "Live Free or Die." Among Portsmouth's other patriots were John Langdon, first President of the independent colony and later its first Governor and William Whipple, signer of the Declaration of Independence.

In 1789 Portsmouth delegates led the



ratification of the state's constitution coincident with and responsible for the ratification of the United States Constitution. In 1779, twenty Africans enslaved in Portsmouth households including Whipple's, petitioned the New Hampshire Legislature for their freedom. The petition was granted posthumously in 2013 when Portsmouth commemorated the creation of the African Burying Ground Memorial on a rediscovered 18th century cemetery for African residents, enslaved and free. The memorial is one of three dozen sites on the Portsmouth Black Heritage Trail.

Although the first sale in Portsmouth of an enslaved African was recorded in 1645, the capture and enslavement of Native Americans during the many "French & Indian Wars" was common. In 1713, Portsmouth hosted a meeting between Governor Dudley of Massachusetts (Royal Governor for New England) and delegates from five Tribal nations of the Wabanaki Confederacy (Penobscot, Passamquoddy, Mi'kmac, Maliseet and Abenaki people) and signed the Treaty of Portsmouth intended to establish trading principles and limit British settlement.

In 1918, women of Portsmouth celebrated the adoption of the 19th Amendment granting women suffrage. Five years later, in 1923, the City aspirationally proclaimed itself to be the "City of the Open Door." In 1945 Portsmouth elected its first woman Mayor, Mary Carey Dondero. Her daughter Eileen Dondero Foley served as Mayor for eight terms starting in 1968. Mary Keenan served as Mayor for two terms and Evelyn Sirrell for eight. Portsmouth

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# CITY OF PORTSMOUTH, NEW HAMPSHIRE

hired its first female City Manager, Karen Conard, in 2019.

In addition to its central role in the nation's founding, while building submarines during World War II and as a Cold War Strategic Air Command (SAC) base, Portsmouth's place in history was assured when in 1905, President Theodore Roosevelt chose Portsmouth and the Shipyard to host America's first peace conference. By orchestrating the end to the Russo-Japanese War with the Treaty of Portsmouth, Roosevelt became the first American and first American President to earn the Nobel Peace Prize.

In June 2017, the Portsmouth Downtown Historic District was listed to the National Register, noting that Portsmouth is the only colonial seaport in New Hampshire, and was the capital of the Province until the American Revolution and the State's only major port throughout the 19th century.

Portsmouth moves toward its 400th Anniversary in 2023 as a Racial Justice Municipality and an Eco-Municipality.

## Geography and Demographics

According to the 2020 U.S. Census estimate, the population of Portsmouth is 21,956. The land area is 16.3 square miles.

## Comprehensive Plan

The City of Portsmouth remains committed to fostering a diverse, fiscally sound, and harmonious community which offers a full range of housing, business, cultural, and recreational opportunities for its residents, businesses and visitors in a safe and attractive environment while preserving its ecological and historical treasures.

The [Portsmouth 2025 Master Plan](#) was

adopted in 2017. Five conceptual Themes frame Part I of the Master Plan, asserting that Portsmouth should be Vibrant, Authentic, Diverse, Connected and Resilient. Each of these Themes is supported by several Goals that describe broadly how Portsmouth can hope to fulfill that Theme. For each of the Goals, specific Actions are listed that City agencies and other partner organizations can implement to realize the Goals. Part II of Portsmouth 2025 describes five geographic Focus Areas representing different types of land use and development in the City – the Urban Core, Corridors, Urban & Suburban Neighborhoods, and Parks & Open Space – and illustrates how the various goals and specific actions might apply in each of these varied landscapes.

## Transportation

The mean travel time to work (2015) is 20.5 minutes.

COAST and Wildcat Transit provide public bus transit service. There is one airport, Portsmouth International Airport at Pease Airport as well one heliport at Portsmouth Regional Hospital.

## Economic Development

The median household income in Portsmouth (2015) was \$77,337<sup>1</sup>. The most common industries listed in order include: professional, scientific, and technical services; educational services; accommodation and food services; finance and insurance; construction; and public administration.

<sup>1</sup> "City of Portsmouth Economic Development," City of Portsmouth, accessed July 12, 2021. <https://www.cityofportsmouth.com/economic/economic-data>.



# CITY OF PORTSMOUTH, NEW HAMPSHIRE

## City of Portsmouth, NH

1 Junkins Avenue

Portsmouth, NH 03801

Phone: 603-431-2000

Website: <https://cityofportsmouth.com/>

Business Hours: Monday 8 AM – 6 PM, Tuesday – Thursday 8 AM – 4:30 PM, Friday 8 AM – 1 PM  
The Planning Board typically meets on the third Thursday of every month to act on Site Review, Subdivisions, Lot Line Relocation, City County Referrals, and Conditional Use Permits.

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Departments	Position Title	Contact	Telephone	Email	Website
Assessor	Assessor	Rosann Maurice-Lentz	603-610-7212	<a href="mailto:rlentz@cityofportsmouth.com">rlentz@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/assessors/assessors-office-home">https://www.cityofportsmouth.com/assessors/assessors-office-home</a>
City Clerk	City Clerk	Kelli Barnaby	603-610-7207	<a href="mailto:cityclerk@cityofportsmouth.com">cityclerk@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/cityclerk">https://www.cityofportsmouth.com/cityclerk</a>
City Manager	City Manager	Karen Conard	603-610-7201	<a href="mailto:kconard@cityofportsmouth.com">kconard@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/city-manager">https://www.cityofportsmouth.com/city-manager</a>
Community Development	Coordinator	Elise Annunziata	603-610-7281	<a href="mailto:eannunziata@cityofportsmouth.com">eannunziata@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/community">https://www.cityofportsmouth.com/community</a>
Economic Development	Program Manager	Nancy Carmer	603-610-7220	<a href="mailto:nmcarter@cityofportsmouth.com">nmcarter@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/economic">https://www.cityofportsmouth.com/economic</a>
EMO/Fire	Chief	Todd Germain	603-610-7340	<a href="mailto:tagermain@cityofportsmouth.com">tagermain@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/fire">https://www.cityofportsmouth.com/fire</a>
Finance	Director	Judie Belanger	603-610-7223	<a href="mailto:jabelanger@cityofportsmouth.com">jabelanger@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/finance">https://www.cityofportsmouth.com/finance</a>
Harbormaster (PDA)	Chief Harbormaster	Tracy Shattuck	603-365-0505	<a href="mailto:t.shattuck@peasedev.org">t.shattuck@peasedev.org</a>	<a href="https://peasedev.org/division-of-ports-harbors/">https://peasedev.org/division-of-ports-harbors/</a>
Harbormaster (PDA)	Portsmouth Harbor	Del Record	603-944-0569	<a href="mailto:d.record@peasedev.org">d.record@peasedev.org</a>	<a href="https://peasedev.org/division-of-ports-harbors/">https://peasedev.org/division-of-ports-harbors/</a>
Health	Health Officer	Kim McNamara	603-610-7273	<a href="mailto:kimcnamara@cityofportsmouth.com">kimcnamara@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/health">https://www.cityofportsmouth.com/health</a>
Human Resources	Director	Kelly Harper	603-610-4478	<a href="mailto:kaharper@cityofportsmouth.com">kaharper@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/hr">https://www.cityofportsmouth.com/hr</a>
Inspections	Chief Building Inspector	Shanti Wolph	TBD	TBD	<a href="https://www.cityofportsmouth.com/inspection">https://www.cityofportsmouth.com/inspection</a>

# CITY OF PORTSMOUTH, NEW HAMPSHIRE

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Departments	Position Title	Contact	Telephone	Email	Website
Legal	City Attorney	Robert Sullivan	603-610-7203	<a href="mailto:rpsullivan@cityofportsmouth.com">rpsullivan@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/legal">https://www.cityofportsmouth.com/legal</a>
Library	Director	Steve Butzel	603-766-1710	<a href="mailto:skbutzel@cityofportsmouth.com">skbutzel@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/library">https://www.cityofportsmouth.com/library</a>
Parking (DPW)	Director	Ben Fletcher	603-766-1456	<a href="mailto:bmfletcher@cityofportsmouth.com">bmfletcher@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/publicworks/parkportsmouth">https://www.cityofportsmouth.com/publicworks/parkportsmouth</a>
Pease Dev Authority	Executive Director	Paul Brean	603-433-6088	<a href="mailto:p.brean@peasedev.org">p.brean@peasedev.org</a>	<a href="https://peasedev.org/about/">https://peasedev.org/about/</a>
Planning	Director	Peter Britz	603-610-7215	<a href="mailto:plbritz@cityofportsmouth.com">plbritz@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/planportsmouth">https://www.cityofportsmouth.com/planportsmouth</a>
Police	Chief	Mark Newport	603-610-7479	<a href="mailto:mnewport@cityofportsmouth.com">mnewport@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/police">https://www.cityofportsmouth.com/police</a>
Public Information	PIO	Stephanie Seacord	603-205-3008	<a href="mailto:sseacord@cityofportsmouth.com">sseacord@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com">https://www.cityofportsmouth.com</a>
Public Works	Director	Peter Rice	603-766-1416	<a href="mailto:phrice@cityofportsmouth.com">phrice@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/publicworks">https://www.cityofportsmouth.com/publicworks</a>
Recreation	Director	Todd Henley	603-610-8897	<a href="mailto:tahenley@cityofportsmouth.com">tahenley@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/recreation">https://www.cityofportsmouth.com/recreation</a>
Schools	Superintendent	Steve Zadavec	603-610-4471	<a href="mailto:szadavec@sau52.org">szadavec@sau52.org</a>	<a href="https://www.cityofportsmouth.com/school">https://www.cityofportsmouth.com/school</a>
Sustainability	Environmental Planner	Peter Britz	603-610-7215	<a href="mailto:plbritz@cityofportsmouth.com">plbritz@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/sustainability">https://www.cityofportsmouth.com/sustainability</a>
Tax Collector	Collector	Nancy Bates	603-610-7209	<a href="mailto:nlbates@cityofportsmouth.com">nlbates@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/tax">https://www.cityofportsmouth.com/tax</a>
Wastewater	City Engineer	Terry Desmarais	603-766-1421	<a href="mailto:tlidesmarais@cityofportsmouth.com">tlidesmarais@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/publicworks/wastewater">https://www.cityofportsmouth.com/publicworks/wastewater</a>
Welfare	Manager	Ellen Tully	603-610.7267	<a href="mailto:etully@cityofportsmouth.com">etully@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/welfare">https://www.cityofportsmouth.com/welfare</a>
Zoning	Zoning Enforcement Officer	Jason Page	603-610-7279	<a href="mailto:jcpage@cityofportsmouth.com">jcpage@cityofportsmouth.com</a>	<a href="https://www.cityofportsmouth.com/zoning">https://www.cityofportsmouth.com/zoning</a>

# CITY OF DOVER, NEW HAMPSHIRE



## History

Settled in 1623, Dover is the oldest European permanent settlement in New Hampshire and the seventh oldest in the country. The city of Dover has a long and colorful history spanning nearly four centuries supporting multiple industries. Its earliest days as a colonial seaport led to a successful shipbuilding industry in the 1700s, and it flourished in the 19th century as the nation's leading manufacturer of cotton goods. The development of a brick industry spanned decades of successful mill operations through the middle of the 20th century.

## Geography and Demographics

The City of Dover is located in southeastern New Hampshire within Strafford County at the center of the Seacoast region and is the easterly gateway to the White Mountains and Lakes region via Route 16. It is bounded by the City of Somersworth to the northeast; Eliot (ME) to the east, from which it is separated by the eastern branch of the Piscataqua River; and the Town of Madbury to the southwest. Dover's land area covers roughly 26.7 square miles and a water area of 2.3 square miles. With the U.S. Census, estimated population is 32,741 (2020). Dover is the most populated municipality in Strafford Regional Planning Commission's (SRPC) coastal region. The City of Dover is situated between mountains and the ocean and a halfway point between Portland, ME and Boston, MA and about 11 miles away from PNS.

## Comprehensive Plan

The City of Dover comprehensive plan includes chapters for its Vision Plan, Climate Adaptation, Land Use Analysis, Transportation, Stewardship of Resources, Recreation, Community Facilities and Utilities, Open Space and Conservation, as well as a Recommendations chapter where the City of

Dover reflects on the progress set out within each of the Master Plan chapters. Dover City Data in 2015 indicated that just over 50 percent of the city's land use is classified as residential.

- The 2012 Visioning Master Plan is available on the [Planning and Community Development page](#) of the city's website.
- Annually, the Department of Planning and Community Development reviews progress made on Master Plan recommendations and produces a report updating the community on that progress. These updates are also included in the [Planning and Community Development page](#) of the city's website.

## Transportation

The mean travel time to work for workers age 16+ from 2015-2019 was 24.2 minutes.

The [City of Dover's Transportation Master Plan](#) has identified its action priorities as follows: a walkable community complemented by citywide pedestrian, bicycle, and wheelchair-accessible features; a public transit system that services the entire community; traffic-calming measures to manage speed and "pass through" traffic in the downtown and neighborhoods; physical and directional signage improvements designed to facilitate legal, safe traffic flow for vehicles and pedestrians throughout the city.

<sup>1</sup> "Capital Improvement Program," City of Dover, New Hampshire, accessed August 8, 2021, <https://www.dover.nh.gov/government/city-operations/planning/special-projects/cip/>.

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Dover is close to the I-95 corridor and serviced by the AMTRAK Downeaster transit system. The regional proximity to University of New Hampshire, Pease Tradeport, and the PNS add stability and diversity to the region's economic mix and enhances Dover as a viable business location and tourism destination .

The [City of Dover, New Hampshire Vulnerability Assessment](#) covers a range of Climate Risks and Vulnerabilities for the City of Dover, as well as facilities and transportation corridors which have been identified as potentially affected by Sea-Level Rise under several scenarios.

## Economic Development

The median household income (in 2019 dollars) for 2015-2019 was \$71,631. (Source: U.S. Census data)

The CIP's six-year program links infrastructure spending to the goals and values outlined in the City's Master Plan. The Capital

Improvement Plan includes ongoing capital projects, such as improvements to streets and sidewalks, wastewater and water system maintenance and improvements, police cruisers, facility maintenance and more.

Upon adoption of the CIP by City Council, it is built into the citywide operating budget. The CIP prioritizes all capital spending of \$25,000 or more and must satisfy one or more of the following:

- Protect the health and safety of employees and/or the community at large.
- Significantly improve the efficiency of the existing services.
- Preserve a previous capital investment made by the City.
- Significantly reduce future operating costs or increase future operating revenues.
- The current and proposed Capital Improvement Plan is accessible on the [Special Projects](#) portion of the city's website.

# CITY OF DOVER, NEW HAMPSHIRE

## City of Dover, NH

288 Central Ave.

Dover, NH 03820

Phone: 603-516-6000

Website: <https://www.dover.nh.gov/>

### City Hall Hours:

Monday-Thursday, 8:30 a.m. to 5:30 p.m.

Friday, 8:30 a.m. to 4 pm

Municipal Services Directory: <https://www.dover.nh.gov/contact-us/municipal-directory/index.html>

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Departments	Position Title	Contact	Telephone	Email	Website
Office of The City Manager	City Manager	J. Michael Joyal, Jr.	603-516-6023	<a href="mailto:m.joyal@dover.nh.gov">m.joyal@dover.nh.gov</a>	<a href="https://www.dover.nh.gov/government/city-operations/executive/city-manager/">https://www.dover.nh.gov/government/city-operations/executive/city-manager/</a>
Officer of The City Attorney	General Legal Counsel	Joshua Wyatt	603-516-6520	<a href="mailto:j.wyatt@dover.nh.gov">j.wyatt@dover.nh.gov</a>	<a href="https://www.dover.nh.gov/government/city-operations/executive/city-attorney/">https://www.dover.nh.gov/government/city-operations/executive/city-attorney/</a>
Office of Human Resources	Human Resources Director	Susan Daudelin	603-516-6869	<a href="mailto:s.daudelin@dover.nh.gov">s.daudelin@dover.nh.gov</a>	<a href="https://www.dover.nh.gov/government/city-operations/executive/human-resources/">https://www.dover.nh.gov/government/city-operations/executive/human-resources/</a>
Tax Assessment	Tax Assessor	Donna Langley	603-516-6015	<a href="mailto:CityAssessors@dover.nh.gov">CityAssessors@dover.nh.gov</a>	<a href="https://www.dover.nh.gov/government/city-operations/finance/tax-assessment/">https://www.dover.nh.gov/government/city-operations/finance/tax-assessment/</a>
Dover Police Department	Police Chief	William Breault	603-742-4646	<a href="mailto:w.breault@dover.nh.gov">w.breault@dover.nh.gov</a>	<a href="https://www.dover.nh.gov/government/city-operations/police/">https://www.dover.nh.gov/government/city-operations/police/</a>
Dover Fire and Rescue Department	Fire Chief & Emergency Management Director	Paul Haas	603-516-6148	<a href="mailto:p.haas@dover.nh.gov">p.haas@dover.nh.gov</a>	<a href="https://www.dover.nh.gov/government/city-operations/fire-and-rescue/">https://www.dover.nh.gov/government/city-operations/fire-and-rescue/</a>
Community Services	Community Services Director	John Storer	603-516-6450	<a href="mailto:j.storer@dover.nh.gov">j.storer@dover.nh.gov</a>	<a href="https://www.dover.nh.gov/government/city-operations/community-services/">https://www.dover.nh.gov/government/city-operations/community-services/</a>
Planning and Community Development	Assistant City Manager, Director of Planning and Strategic Initiatives	Christopher G. Parker	603-516-6008	<a href="mailto:c.parker@dover.nh.gov">c.parker@dover.nh.gov</a>	<a href="https://www.dover.nh.gov/government/city-operations/planning/staff/">https://www.dover.nh.gov/government/city-operations/planning/staff/</a>
Inspection Services	Building Official	James Maxfield	603-516-6038	<a href="mailto:j.maxfield@dover.nh.gov">j.maxfield@dover.nh.gov</a>	<a href="https://www.dover.nh.gov/government/city-operations/fire-and-rescue/inspection-services/">https://www.dover.nh.gov/government/city-operations/fire-and-rescue/inspection-services/</a>
Waste Water Treatment	Water Treatment Facility Supervisor	Raymond Vernette	603-516-6450	<a href="mailto:r.vermette@dover.nh.gov">r.vermette@dover.nh.gov</a>	<a href="https://www.dover.nh.gov/government/city-operations/community-services/wastewater/">https://www.dover.nh.gov/government/city-operations/community-services/wastewater/</a>

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Departments	Position Title	Contact	Telephone	Email	Website
Economic Development	Economic Development Director	Daniel Barufaldi	603-516-6043	<a href="mailto:d.barufaldi@dover.nh.gov">d.barufaldi@dover.nh.gov</a>	<a href="https://www.dover.nh.gov/government/city-operations/executive/economic-development/">https://www.dover.nh.gov/government/city-operations/executive/economic-development/</a>
Dover Public Library	Library Director	Denise LaFrance	603-516-6050	<a href="mailto:c.beaudoin@dover.nh.gov">c.beaudoin@dover.nh.gov</a>	<a href="https://www.dover.nh.gov/government/city-operations/library/">https://www.dover.nh.gov/government/city-operations/library/</a>
Recreation	Recreation Director	Gary Bannon	603-516-6401	<a href="mailto:g.bannon@dover.nh.gov">g.bannon@dover.nh.gov</a>	<a href="https://www.dover.nh.gov/government/city-operations/recreation/">https://www.dover.nh.gov/government/city-operations/recreation/</a>
Finance and Purchasing	Finance Director	Daniel Lynch	603-516-6030	<a href="mailto:d.lynch@dover.nh.gov">d.lynch@dover.nh.gov</a>	<a href="https://www.dover.nh.gov/government/city-operations/finance/">https://www.dover.nh.gov/government/city-operations/finance/</a>
Information Technology Systems and Services	Information Technology Director	Annie Dove	603-516-6325	<a href="mailto:a.dove@dover.nh.gov">a.dove@dover.nh.gov</a>	<a href="https://www.dover.nh.gov/government/city-operations/executive/office-of-information-technology/">https://www.dover.nh.gov/government/city-operations/executive/office-of-information-technology/</a>



# CITY OF SANFORD, MAINE



## History

Sanford Springvale has all the elements of a true New England community. It's a place where people settled hundreds of years ago and then stayed for generations. Yet Sanford is a dynamic city within a thriving Maine region. As such it not only respects the past, but it has positioned itself to invite positive change and growth for the future. For example, there are new facilities here: a world-class high school and technical center, a high-speed community fiber-optic network, and multiple alternative energy sites.

For the nostalgic, downtown looks much the same as it did a century ago: with architecturally significant buildings, a walkable Main Street, shade trees and parks, the Mousam River waterfront, and sizable brick textile mills that gave the city its original identity.

## Geography and Demographics

Sanford Springvale occupies a strategic location at the geographic center of New England and the center of population in York County, Maine's fastest growing region. It has many amenities not found in typical small Maine communities. As Maine's seventh largest city, with a population of over 21,000, Sanford is known for its schools, its healthcare facilities, a municipal airport (used by two former Presidents), a summer collegiate baseball team, and jewel of a ballpark, retail centers and its proximity to colleges.

The city attracts businesses and residents who appreciate its low cost of living, its incredible access to natural resources, and the sense of history that is essential to its character. What also draws people here? There's a palpable energy in Sanford these days, created by those who live and work here; they know that this is a great place to live, work and raise a family.

## Comprehensive Plan

The [City of Sanford Comprehensive Plan](#) is available on the city's website.

Sanford and MaineDOT teamed up for a Downtown Planning Partnership Initiative (PPI) in 2020. Goals include: (1) Safety improvements to address vehicle mobility, to encourage pedestrian access, and increase the appeal of a trip Downtown, (2) Utility innovations including SanfordNet Fiber, new stormwater design and construction, and Unifil gas expansion; and (3) Matching Downtown Improvements: \$1.1M in Brownfields Awards, \$300K in Community Development Block Grant Awards, a \$2M share of USDOT Grant Awarded to replace all traffic signals, and a successful agreement with MaineDOT to rebuild Route 202/Cottage St. Upon completion of the study, officials will have set the stage for subsequent engineering steps and right-of-way efforts leading to the downtown improvements being ready for construction by 2024.

## Economic Development

Median household income in 2019 dollars from 2015-2019 was \$52,513.

As highlighted by Sanford Regional Economic Growth Council, three major contributors to the local economy include:

- **SanfordNet Fiber** – A high-speed, community fiber-optic network for businesses offering dedicated connections with world-class bandwidth and latency.
- **Sanford Airport Solar** – Constructed in 2020, this is the largest solar array in the

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# CITY OF SANFORD, MAINE

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State of Maine producing enough energy to power 20,000 homes and is the largest array on any airport in the world.

- **Sanford Schools** – The \$100 million integrated High School and Technical Center opened in 2018. It's the largest state-funded school construction project. Additional funding was approved (\$10 million) for Performing Arts Center and athletic field enhancements.

## Transportation

In Sanford, the mean travel time for workers age 16+ is 29.5 minutes.

Public transit services include bus services provided by Sanford Transit. Specifics for this route are available at the [York County Community Action Corporation](#) website.

Sanford Seacoast Regional Airport (Sanford Airport) is an economic engine that: facilitates air transportation in its many forms, provides emergency services, and serves as a gateway to our community and region. Sanford Airport solar was connected to the grid in December 2020. It stands as the largest solar project in Maine, and the largest solar array on an airport in the world.

Community benefits include: Lease revenues to the City of Sanford for land leased will enable the Airport to become financially self-sufficient. New private property value will generate annual tax revenues to the City of Sanford of \$500,000 per year. A contract

for ground maintenance will provide additional revenues to the Airport over the life of the Project;

This project is a collaboration between the City of Sanford, The Sanford Seacoast Regional Airport, The Industrial Development Corporation of Sanford, NextEra Energy Resources, ISO New England, and CMP.

## Utilities

Central Maine Power provides electricity in Sanford. Natural Gas is now an available energy option for many Sanford businesses and residents with Unitil Natural Gas.

SanfordNet Fiber is currently the largest municipal broadband network operating in Maine, and the first major loop connecting York County to the Three Ring Binder, which is a middle mile project completed in 2012 that deployed 1100 miles of fiber through the rest of the state.

## Education

In addition to the integrated high school and technical center described above, education investments include the creation of three Pre-K to grade 4 elementary schools with equitable facilities and program offerings; renovation of the previous high school facility to become a middle school to house all grade 5-8 students, an addition to Margaret Chase Smith School. There will also be a reduction in operations and maintenance costs by consolidating programs and closing two older elementary schools, an increase in safety and security by eliminating all modular classrooms city-wide; and focus on providing space for future growth and building expansion.

### City of Sanford

919 Main Street

Sanford, Maine 04073

Phone: 207-324-9125

Website: <https://www.sanfordmaine.org/>

Planning Department Office Hours: Monday-Friday 8:00 am – 4:30 pm

# CITY OF SANFORD, MAINE

Departments	Position Title	Contact	Telephone	Emails* Not provided at request of the Town	Website
Assessor's Office	Assessor	George Greene	207-324-9115	-	<a href="https://www.sanfordmaine.org/assessing">https://www.sanfordmaine.org/assessing</a>
City Clerk	City Clerk	Sue Cote	207-324-9125	-	<a href="https://www.sanfordmaine.org/cityclerk">https://www.sanfordmaine.org/cityclerk</a>
City Manager and Mayor	City Manager	Steven R. Buck	207-324-9173	-	<a href="https://www.sanfordmaine.org/administration">https://www.sanfordmaine.org/administration</a>
Code Enforcement	Chief Code Enforcement Officer	Jamie Cole	207-324-9145	-	<a href="https://www.sanfordmaine.org/codeenforcement">https://www.sanfordmaine.org/codeenforcement</a>
Emergency Management	EMA Director	Alexander J. Hammerle	207-324-4364	-	<a href="https://www.sanfordmaine.org/emergencymanagement">https://www.sanfordmaine.org/emergencymanagement</a>
Community Development	Community Development Director	Ian Houseal	207-608-4101	-	<a href="https://www.sanfordmaine.org/landbankauthority">https://www.sanfordmaine.org/landbankauthority</a>
Finance	Finance Director	Ronni Lynn Champin	207-608-4181	-	<a href="https://www.sanfordmaine.org/finance">https://www.sanfordmaine.org/finance</a>
Fire	Fire Chief	Steve Benotti	207-324-9160	-	<a href="https://www.sanfordmaine.org/fire">https://www.sanfordmaine.org/fire</a>
General Assistance	General Assistance Director	Randy White	207-324-9110	-	<a href="https://www.sanfordmaine.org/generalassistance">https://www.sanfordmaine.org/generalassistance</a>
Human Resources	Human Resources Director	Stacy Howes	207-608-4175	-	<a href="https://www.sanfordmaine.org/hr">https://www.sanfordmaine.org/hr</a>
Parks & Recreation	Acting Parks and Recreation Director	Brian Desrochers	207-324-9130	-	<a href="https://sanfordrec.com/info/default.aspx">https://sanfordrec.com/info/default.aspx</a>
Planning & Development	Director of Planning & Development	Beth Della Valle, AICP	207-324-9150	-	<a href="https://www.sanfordmaine.org/planning">https://www.sanfordmaine.org/planning</a>
Police Department	Chief of Police	Craig Anderson	207-324-3644	-	<a href="https://www.sanfordmaine.org/police">https://www.sanfordmaine.org/police</a>
Public Works & Engineering	Director of Public Works	Matthew E. Hill	207-324-9135	-	<a href="https://www.sanfordmaine.org/publicworks">https://www.sanfordmaine.org/publicworks</a>
Regional Communications	Communications Director	Bill Tower	207-324-3644	-	<a href="https://www.sanfordmaine.org/regionalcommunications">https://www.sanfordmaine.org/regionalcommunications</a>
Tax Collector, Treasurer	Tax Collector/Treasurer	Erin M. McMann	207-324-9125	-	<a href="https://www.sanfordmaine.org/cityclerk">https://www.sanfordmaine.org/cityclerk</a>

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# TOWN OF BERWICK, MAINE



## History

Berwick was established in 1713. By 1647 the settlements at Kittery had become incorporated as the first town in Maine. Old Kittery included what is now Eliot, South Berwick, North Berwick and Berwick. The community of Newichawannok (Old Berwick) had become the parish of Unity. This parish of Unity was sometimes designated as Kittery Commons, and Kittery, North Parish. Eventually the inhabitants of this area ceased using the name Unity and their records referred to this area as Barwick<sup>1</sup>.

## Geographics and Demographics

The Town of Berwick covers an area of 37.52 square miles in the southern part of Maine, about 16 miles away from PNS. Its southwest border is defined by the Salmon Falls River, which separated Maine from New Hampshire. Berwick lies within York County and is bordered Cumberland and Oxford counties to the north. According to the latest U.S. census estimate in 2020, the population of the Town of Berwick, Maine is 7,950.

## Comprehensive Plan

Berwick's Comprehensive plan was adopted in 1990 and partially amended in 2004, with broad community support and this plan provides a foundation for local regulations. The original plan was created at a time when Berwick was the fastest growing town in Maine, and together with the 2004 update composes a document critical to managing growth and development in the Town. The Town has since adopted two addendums to the plan in 2014 with the Downtown Vision Plan & in 2020 with the Recreation Master Plan.

Currently the [Town of Berwick Comprehensive Plan](#) is under development and is in draft form.

Berwick does expect to have an increase in its growth rate and thus, facilities and resources, as nearby PNS facility continues to expand its capacity and attract employment from Berwick residents.

As stated in the 2022 Draft Comprehensive Plan, "most development is occurring lot by lot and not within a Subdivision. Recent development is not consistent with the Comprehensive Plan's goal of directing development to growth areas." Roughly 73% of the dwelling unit growth is zoned "Rural Residential – Farm District" or "Transitional Residential".

## Transportation

According to the U.S. Census, the mean travel time to work for workers 16+ from 2015-2019 is 26.4 minutes.

Per the 2022 Comprehensive Plan Draft, "The five Maine Communities in the urban area (including Berwick) constitute the transportation planning body and Metropolitan Planning Organization (MPO) known as the Kittery Area Comprehensive Transportation System (KACTS)." KACTS is responsible for planning for the surface transportation network, including principal and minor arterials, collector roads, bridges, rail, public transit, and facilities for biking and walking. "KACTS receives federal and state

<sup>1</sup> "The First Berwick Settlers," [Berwickmaine.org](http://Berwickmaine.org), accessed August 17, 2021, [https://www.berwickmaine.org/community/berwick\\_historical\\_society/the\\_first\\_berwick\\_settlers.php](https://www.berwickmaine.org/community/berwick_historical_society/the_first_berwick_settlers.php).

# TOWN OF BERWICK, MAINE

planning and project funds annually that allow each of its five member towns to have access to tens of thousands of dollars at only a 5% local match for planning projects and 10% match for capital projects."

The town's roads are maintained by the Berwick Highway/Public Works Department, and the Town Manager develops a public roadway Capital Improvement Plan, which is implemented by the Highway/Public Works Department.

Berwick is served by two public transportation entities: New Hampshire based Cooperative Alliance for Seacoast Transportation (COAST), and York County Community Action (YCCAC). Each of these services connects Berwick to the urban areas of New Hampshire: Portsmouth, Dover, Rochester, Somersworth. COAST runs two routes through Berwick, the Route 1 service and the Route 100 Service. Route 1 service starts in Berwick and has stops in Somersworth, Dover and concludes at the Dover Transportation Center, where riders may connect to Rochester, Farmington, Kittery, Portsmouth. The Route 100 Service (or Clipper Connection) picks up in Berwick both at Town hall and the intersection of Allen Street and Saw Mill Hill and continues to Eliot, Kittery (PNS), Portsmouth (Market Square) and returns to Berwick from these locations in the afternoon.

YCCAC operates a "Local Rides" program, which picks up riders on request at their homes on Thursdays, bringing them to Somersworth and Dover. To make a request through the Local Rides Program at YCCAC, Berwick residents may call (207) 354-5762. Office hours are Monday-Friday 7:30 AM to 4:30 PM.

## Economic Development

The median household income (in 2019 dollars), 2015-2019 was \$75,164. From 2015-2019, about 69.5% of the Berwick Town population age 16+ was in the civilian labor force. (Source: U.S. Census). Major industries include manufacturing, and educational services, health care and social assistance.

The Berwick 2021-2023 Work Plan as prescribed by MDOT is the town's Capital Improvement Plan. Projects include mostly transportation improvements including highway paving and spot improvements, intersection improvements W/O Signal, Bridge rehabilitation, Large Culvert replacement and other maintenance issues.

The Berwick portion of the MaineDOT Capital Work Plan can be searched at the [Maine DOT's Interactive Work Plan](#) page of their website.

The current directory for Berwick, Maine personnel is available on the [Contact A Town Employee](#) portion of the city's website.

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# TOWN OF BERWICK, MAINE

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### Town of Berwick

11 Sullivan Street,  
Berwick, Maine 03901  
Phone: (207) 698-1101  
Website: [berwickmaine.org](http://berwickmaine.org)

#### *Town Hall Business Hours:*

MONDAY	8:00AM-5:30PM
TUESDAY	8:00AM-5:00PM
WEDNESDAY	8:00AM-5:30PM
THURSDAY	8:00AM-5:00PM

*The Planning Board is made up of volunteers appointed by the Board of Selectmen and consists of 5 members and 2 alternates.*

*The Planning Board meets the 1st and 3rd Thursdays of the Month at 6:30 p.m. in the Town Hall meeting room. If you would like more information on the Berwick Planning Board please contact The Berwick Planning Department at (207) 698-1101 ext. 124 or [planning@berwickmaine.org](mailto:planning@berwickmaine.org)*



# TOWN OF BERWICK, MAINE

Departments	Position Title	Contact	Telephone	Email	Website
Assessing	Assessor Agent (Municipal Resources, Inc.)	Paul McKenney	207-698-1101, Ext. 114	<a href="mailto:pmckenney@mrigov.com">pmckenney@mrigov.com</a>	<a href="https://www.berwickmaine.org/departments/assessing/index.php">https://www.berwickmaine.org/departments/assessing/index.php</a>
Code Enforcement	Code Enforcement Office, Building Inspector	Jennifer McCabe	207-698-1101, Ext. 122	<a href="mailto:jmccabe@berwickmaine.org">jmccabe@berwickmaine.org</a>	<a href="https://www.berwickmaine.org/departments/code_enforcement/index.php">https://www.berwickmaine.org/departments/code_enforcement/index.php</a>
Community Development & Planning	Director of Community Development & Planning	Lee Jay	207-698-1101, Ext. 124	<a href="mailto:Planning@BerwickMaine.org">Planning@BerwickMaine.org</a>	<a href="https://www.berwickmaine.org/departments/community_development_planning/index.php">https://www.berwickmaine.org/departments/community_development_planning/index.php</a>
Finance	Finance Director	Lisa Vargas	207-698-1101, Ext. 113	<a href="mailto:lvargas@berwickmaine.org">lvargas@berwickmaine.org</a>	<a href="https://www.berwickmaine.org/departments/finance/index.php">https://www.berwickmaine.org/departments/finance/index.php</a>
Highway/ Public Works	Director of Public Works and Water Department	Jody Gigon	207-698-1101, Ext. 123	<a href="mailto:jgigon@berwickmaine.org">jgigon@berwickmaine.org</a>	<a href="https://www.berwickmaine.org/departments/highway_public_works/index.php">https://www.berwickmaine.org/departments/highway_public_works/index.php</a>
Library	Library Director	Sharon Kelly	207-698-5737	<a href="mailto:skelly@berwickpubliclibrary.org">skelly@berwickpubliclibrary.org</a>	<a href="https://www.berwick.lib.me.us/">https://www.berwick.lib.me.us/</a>
Police	Chief of Police	Timothy Towne	207-698-1136	<a href="mailto:berwickpolice@berwickpolice.org">berwickpolice@berwickpolice.org</a>	<a href="https://www.berwickpd.org/">https://www.berwickpd.org/</a>
Recreation	Recreation Director	Angela O'Connor	207-698-1101, Ext. 117	<a href="mailto:recreation@berwickmaine.org">recreation@berwickmaine.org</a>	<a href="https://www.berwickmaine.org/departments/recreation/index.php">https://www.berwickmaine.org/departments/recreation/index.php</a>
Sewer District	Administrator	Jay Wheeler	207-698-5740	<a href="mailto:bsd.sballard@gmail.com">bsd.sballard@gmail.com</a>	<a href="https://www.berwicksewerdistrictme.org/">https://www.berwicksewerdistrictme.org/</a>
Town Clerk	Town Clerk	Patricia Murray	207-698-5181	<a href="mailto:pmurray@berwickmaine.org">pmurray@berwickmaine.org</a>	<a href="https://www.berwickmaine.org/departments/town_clerk/index.php">https://www.berwickmaine.org/departments/town_clerk/index.php</a>
Town Manager	Town Manager	James Bellissimo	207-698-1101, Ext. 111	<a href="mailto:townmanager@berwick.org">townmanager@berwick.org</a>	<a href="https://www.berwickmaine.org/government/town_manager/index.php">https://www.berwickmaine.org/government/town_manager/index.php</a>

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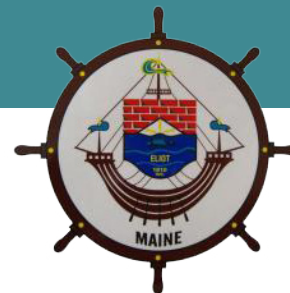
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# TOWN OF ELIOT, MAINE



## History

Eliot, an old New England town with a rural landscape is ideally located along the northern shore of the Piscataqua River. Eliot was once a part of Kittery known as the Upper Parish but incorporated as an independent town in 1810. Eliot has its own unique style with many fine examples of New England architecture among its homes and public buildings. Most of the beautiful, natural features of the town are still intact and the citizens of Eliot acknowledge their good fortune to have inherited such a beautiful environment and often express their sense of responsibility to preserve it. In 1985, Eliot Artist Jules Weyers designed the town seal in conjunction with Eliot's 175th anniversary celebration. The seal's images encompass much of the town's history, including shipbuilding, brick making, fishing and farming. The five oars represent the town's five Selectmen.

## Geography and Demographics

The Town of Eliot is nestled between the southernmost town in Maine, Kittery, and the City of Dover. Eliot has a population of 6,717 (2020 U.S. Census) over 19.78 square miles.

## Comprehensive Plan

The last Comprehensive Plan for the Town of Eliot was completed in 2009. Per the 2009 Comprehensive Plan, 40 percent of residential growth between 2004-2007 has occurred within suburban zones, despite efforts to guide residential growth towards more village/urban centers. Eliot is part of a fast growing regional growth trend made up in part by an influx of baby boomers and lower cost housing than Boston.

Challenges to land use development include lack of water and sewer access to a large portion of the town. There are also significant wetlands throughout the town that impede future development.

The [2009 Eliot Comprehensive Plan](#) is available on the Town's website.

The Planning Board meets every First and Third Tuesday at 7:00 pm in the Town Office.

## Transportation

The mean travel time to work of workers age 16+ from 2015- 2019 is 24.6 minutes with 82 percent typically driving alone in a car to work.

The predominant mode of transportation in Eliot is limited to the automobile. According to the Comprehensive Plan 92% of all workers rely on automobiles while about 12% rely on carpools.

Primary employers for Eliot workers include PNS in Kittery and other service center jobs in Portsmouth. The ratio of in-state versus out-of-state commuters was 51% to 49%, respectively, in 2000.

## Economic Development

The median household income in 2019 dollars from 2015-2019 was \$79,835. The major industries in Eliot include educational services, health care, and social assistance, retail trade, and manufacturing.

# TOWN OF ELIOT, MAINE

## Town of Eliot

1333 State Road

Eliot, Maine, 03903

Phone: (207) 439-1813

Website: <https://www.eliotmaine.org/>

Town Hall hours: Monday – Thursday 7:00 am – 4:30 pm; Friday – Sunday CLOSED

Directory: <https://www.eliotmaine.org/home/pages/phone-directory>

The Town of Eliot uses a communication system through 'TextMyGov'.

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Departments	Position Title	Contact	Telephone	Email	Website
Town Manager	Town Manager	Michael Sullivan	207-439-1817 ext. 100	<a href="mailto:townmanager@eliotme.org">townmanager@eliotme.org</a>	<a href="https://www.eliotmaine.org/town-manager">https://www.eliotmaine.org/town-manager</a>
Town Clerk	Town Clerk	Wendy Rawski	207-439-1817 ext. 100	<a href="mailto:wrawski@eliotme.org">wrawski@eliotme.org</a>	<a href="https://www.eliotmaine.org/town-clerk">https://www.eliotmaine.org/town-clerk</a>
Treasurer	Treasurer	Jordan Miles	207-439-1813 ext. 106	<a href="mailto:jmiles@eliotme.org">jmiles@eliotme.org</a>	<a href="https://www.eliotmaine.org/treasurer">https://www.eliotmaine.org/treasurer</a>
Tax Collector	Tax Collector	Brenda Harvey	207-439-1817 ext. 101	<a href="mailto:bharvey@eliotme.org">bharvey@eliotme.org</a>	<a href="https://www.eliotmaine.org/tax-collector">https://www.eliotmaine.org/tax-collector</a>
General Assistance	General Assistance Administrator	Melissa Albert	207-439-1813 ext. 108	<a href="mailto:malbert@eliotme.org">malbert@eliotme.org</a>	<a href="https://www.eliotmaine.org/general-assistance">https://www.eliotmaine.org/general-assistance</a>
Health Officer	Health Officer	vacant	207-439-1813 ext. 107	<a href="mailto:townmanager@eliotme.org">townmanager@eliotme.org</a>	<a href="https://www.eliotmaine.org/health-officer">https://www.eliotmaine.org/health-officer</a>
Assessor	Assessor	Brent Martin	207-439-1813 ext. 111	<a href="mailto:assessor@eliotme.org">assessor@eliotme.org</a>	<a href="https://www.eliotmaine.org/assessor">https://www.eliotmaine.org/assessor</a>
Code Enforcement	Code Enforcement Officer & LPI	Shelly Bishop	207-439-1813 ext. 110	<a href="mailto:sbishop@eliotme.org">sbishop@eliotme.org</a>	<a href="https://www.eliotmaine.org/code-enforcement">https://www.eliotmaine.org/code-enforcement</a>
Planning Department	Town Planner	Jeffrey Brubaker	207-439-1813 ext. 112	<a href="mailto:planner@eliotme.org">planner@eliotme.org</a>	<a href="https://www.eliotmaine.org/planning-department">https://www.eliotmaine.org/planning-department</a>
Public Works	Public Works Director	Steven Robinson	207-439-9451	<a href="mailto:srobinson@eliotme.org">srobinson@eliotme.org</a>	<a href="https://www.eliotmaine.org/public-works">https://www.eliotmaine.org/public-works</a>
Transfer Station & Recycling Center	Transfer Station & Recycle Center Director	Steven Robinson	207-438-9066	<a href="mailto:srobinson@eliotme.org">srobinson@eliotme.org</a>	<a href="https://www.eliotmaine.org/transfer-station-recycling-center">https://www.eliotmaine.org/transfer-station-recycling-center</a>
Fire Chief & EMA Director	Fire Chief & EMA Director	Jay Muzeroll	207-451-0124	<a href="mailto:eliotfirechief@hotmail.com">eliotfirechief@hotmail.com</a>	tbd



# TOWN OF ELIOT, MAINE

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Departments	Position Title	Contact	Telephone	Email	Website
Harbor Master & Piscataqua River Boat Launch	Harbor Master	Tom Phillips, Interim	207-475-8488	<a href="mailto:harbormaster@eliotpolice.org">harbormaster@eliotpolice.org</a>	<a href="https://www.eliotmaine.org/harbormaster-piscataqua-river-boat-launch/pages/2021-boat-excise-tax-payment-form-maine-watercraft">https://www.eliotmaine.org/harbormaster-piscataqua-river-boat-launch/pages/2021-boat-excise-tax-payment-form-maine-watercraft</a>
Community Service Director	Community Service Director	Heather Muzeroll Roy	207-451-9334	<a href="mailto:hmuzeroll@eliotcsd.com">hmuzeroll@eliotcsd.com</a>	<a href="https://eliotcsd.myrec.com/info/default.aspx">https://eliotcsd.myrec.com/info/default.aspx</a>
Superintendent of Schools (RSU #35)	Superintendent of Schools (RSU #35)	John Caverly	207-439-2438	<a href="mailto:john.caverly@rsu35.org">john.caverly@rsu35.org</a>	<a href="http://www.rsu35.org/">http://www.rsu35.org/</a>
Library	Library Director (William Fogg Library)	Lydia Goodwin	207-439-9437	<a href="mailto:goodwinl@william-fogg.lib.me.us">goodwinl@william-fogg.lib.me.us</a>	<a href="https://williamfogglibrary.org/">https://williamfogglibrary.org/</a>

# CITY OF ROCHESTER, NEW HAMPSHIRE



## History

Rochester was originally incorporated as Norway Plains in 1722 but did not have its first permanent settlers until 1729 due to the King Phillips War. The main occupation of early inhabitants was lumbering. Early industrial growth included woolen mills, shoe factories, machine making, box making, and brick making. In 1891, Rochester was incorporated as a city.

## Geography and Demographics

The City of Rochester is located in the southeastern end of New Hampshire. It is the largest city in the seacoast region and fourth-largest city in the state. Rochester is conveniently located, serving as a gateway to the Lakes Region, the White Mountains, and the Seacoast. According to the U.S. Census estimate, Rochester, NH population in 2020 was 32,492 and has a total land area of 45.1 square miles. Both Rochester and the state have been experiencing an aging population for the last two census decades.

## Comprehensive Plan

The City of Rochester has updated its Master Plan in phases, some as far back as 2002 such as its Land Use Chapter of the Master Plan, and some as recent as the Transportation chapter in 2020. The city has a strong focus on revitalizing its Downtown character and integrating more multi-modal connectivity throughout Rochester.

In a meeting between VHB and the City, it was mentioned that Rochester has the highest number of trips to the PNS. Nearly half of survey respondents conducted by VHB responded that they drive to either Dover or Portsmouth to catch the C&J bus or train.

Individual chapters of the [Master Plan for the City of Rochester](#) are available on the city's website.

## Transportation

According to the [U.S. 2019 American Community Survey data for Rochester](#), the average commute to work is 27.2 minutes. The most common means of transportation to work were drive alone at 80.1 percent.

Rochester has a Transportation Master Plan which has recognized five focus areas which will direct the City's implementation plan. These areas include Multimodal Connectivity, Vibrant and Walkable Downtown and Village centers, Roadway/Intersection Safety and Congestion Improvements, Technology/ Smart City Components, and 'Other' which involves streamlining efficiency for other modes of transportation such as Trucks, Rail, Air, and Bridges.

Cooperative Alliance for Seacoast Transportation (COAST) is the premier public transit provider throughout the southeastern New Hampshire communities, including Rochester. COAST is subsidized by the Federal Transit Administration (FTA), and it receives financial contributions from the cities and towns it services. COAST currently provides services to and from Rochester on the following routes.

- » **Route 2:** Local—Rochester/Somersworth/Dover/Newington/Portsmouth (Monday thru Friday and Saturdays)
- » **Route 6:** Local—Farmington/Rochester (Monday thru Friday)
- » **Route 103:** Express—Rochester/Kittery (PNS Gate 1) (Monday thru Friday)

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# CITY OF ROCHESTER, NEW HAMPSHIRE

## Economic Development

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According to the U.S. Census estimate, the median household income in 2019 was \$62,179.

2

The Economic Development Strategic Plan Update was released in March 2018 and is available in PDF form on the [Economic Development portion](#) of the city's website.

3

At present, Rochester is dealing with a surplus of obsolete housing, which may give the opportunity for assembly of properties for redevelopment, especially in the Downtown area as Rochester may struggle with retaining college educated young people.

4

5

As of 2015, Rochester's largest employment industries include retail, health care and social assistance, manufacturing, and accommodation and food services. In 2017, 28.8 percent of the city was dedicated to mixed uses and 24.5 percent was residential.

6

The FY 20 Proposed Capital Improvements Plan indicates a \$23.6 million budget. The CIP notes its largest portions of the budget are dedicated to water and sewer projects, as well as several road reconstructions among other city projects.

The annually updated capital improvement program budget pages are included within the [Budget Documents pages](#) and are organized by fiscal year.



# CITY OF ROCHESTER, NEW HAMPSHIRE

## City of Rochester

31 Wakefield Street

Rochester, NH 03867

Phone: 603-335-7500

Phone: 603-335-1338

Website: <https://www.rochesternh.net/>

Planning Board Meetings: First Monday Regular & Third Monday Workshop at 7:00 pm

Zoning Board of Adjustment Meetings: Second Wednesday of each month at 7:00 pm

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Departments	Position Title	Contact	Telephone	Email	Website
Assessing	Chief Assessor	Jonathan Rice	603-332-5109	<a href="mailto:Jonathan.rice@rochesternh.net">Jonathan.rice@rochesternh.net</a>	<a href="https://www.rochesternh.net/assessing">https://www.rochesternh.net/assessing</a>
Building & Licensing Services	Director/ Electrical Inspector	Jim Grant	603- 332-3508	<a href="mailto:Jim.grant@rochesternh.net">Jim.grant@rochesternh.net</a>	<a href="https://www.rochesternh.net/building-licensing-services">https://www.rochesternh.net/building-licensing-services</a>
Buildings and Grounds	Municipal Services Supervisor	Michael Riley	603-335-7563	<a href="mailto:Michael.riley@rochesternh.net">Michael.riley@rochesternh.net</a>	<a href="https://www.rochesternh.net/buildings-and-grounds">https://www.rochesternh.net/buildings-and-grounds</a>
Business & Finance	Deputy City Manager / Director of Finance & Administration	Kathryn L. Ambrose	603-335-7609	<a href="mailto:Kathryn.ambrose@rochesternh.net">Kathryn.ambrose@rochesternh.net</a>	<a href="https://www.rochesternh.net/business-finance">https://www.rochesternh.net/business-finance</a>
City Clerk & Elections	City Clerk	Kelly Walters	603-332-2130	<a href="mailto:Kelly.walters@rochesternh.net">Kelly.walters@rochesternh.net</a>	<a href="https://www.rochesternh.net/city-clerk-elections">https://www.rochesternh.net/city-clerk-elections</a>
City Manager	City Manager	Blaine Cox	603-332-7506	<a href="mailto:Blaine.cox@rochesternh.net">Blaine.cox@rochesternh.net</a>	<a href="https://www.rochesternh.net/city-manager">https://www.rochesternh.net/city-manager</a>
Community Development Division	Community Development Coordinator	Julian Long	603-335-7522	<a href="mailto:julian.long@rochesternh.net">julian.long@rochesternh.net</a>	<a href="https://www.rochesternh.net/community-development-division">https://www.rochesternh.net/community-development-division</a>
Economic Development	Director of Economic Development	Michael Scala	603-335-7522	<a href="mailto:Michael.scala@rochesternh.net">Michael.scala@rochesternh.net</a>	<a href="https://www.rochesternh.net/economic-development">https://www.rochesternh.net/economic-development</a>
Fire Department	Fire Chief	Mark Klose	603-335-7545	<a href="mailto:Mark.klose@rochesternh.net">Mark.klose@rochesternh.net</a>	<a href="https://www.rochesternh.net/fire-department">https://www.rochesternh.net/fire-department</a>
Human Resources	Human Resources Manager	Kimberly Conley	603-335-7603	<a href="mailto:Kimberly.conley@rochesternh.net">Kimberly.conley@rochesternh.net</a>	<a href="https://www.rochesternh.net/human-resources">https://www.rochesternh.net/human-resources</a>
Information Technology Department	Chief Information Officer	Sonja Gonzalez	603-335-7157	<a href="mailto:Sonja.gonzalez@rochesternh.net">Sonja.gonzalez@rochesternh.net</a>	<a href="https://www.rochesternh.net/information-technology-department">https://www.rochesternh.net/information-technology-department</a>
Legal Department	City Attorney	Terence O'Rourke	603-335-7599	<a href="mailto:terenceorourke@rochesternh.net">terenceorourke@rochesternh.net</a>	<a href="https://www.rochesternh.net/legal-department">https://www.rochesternh.net/legal-department</a>
Mayor	Mayor	Elaine Lauterborn		<a href="mailto:Elaine.lauterborn@rochesternh.net">Elaine.lauterborn@rochesternh.net</a>	<a href="https://www.rochesternh.net/mayor">https://www.rochesternh.net/mayor</a>

# CITY OF ROCHESTER, NEW HAMPSHIRE

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Departments	Position Title	Contact	Telephone	Email	Website
Planning & Development	Director	Shanna B. Saunders	603-335-1338	<a href="mailto:Shanna.suanders@rochesternh.net">Shanna.suanders@rochesternh.net</a>	<a href="https://www.rochesternh.net/planning-development">https://www.rochesternh.net/planning-development</a>
Police Department	Chief	Paul Toussaint	603-330-7131	<a href="mailto:Paul.toussaint@rochesternh.net">Paul.toussaint@rochesternh.net</a>	<a href="https://www.rochesterpd.org/">https://www.rochesterpd.org/</a>
Public Information & Community Engagement	Public Information & Community Engagement Manager	Matthew Wyatt	603-330-7195	<a href="mailto:Matt.wyatt@rochesternh.net">Matt.wyatt@rochesternh.net</a>	<a href="https://www.rochesternh.net/city-of-rochester-nh/public-information-community-engagement">https://www.rochesternh.net/city-of-rochester-nh/public-information-community-engagement</a>
Public Works	Director of City Services	Peter Nourse	603-332-4096	<a href="mailto:Peter.nourse@rochesternh.net">Peter.nourse@rochesternh.net</a>	<a href="https://www.rochesternh.net/public-works">https://www.rochesternh.net/public-works</a>
Rochester Public Library	Library Director	Marie Lejeune	603-332-1428	<a href="mailto:Marie.lejeune@rochesternh.net">Marie.lejeune@rochesternh.net</a>	<a href="https://www.rpl.lib.nh.us/">https://www.rpl.lib.nh.us/</a>
Rochester Recreation & Arena	Director	Chris Bowlen	603-332-4120	<a href="mailto:Chris.bowlen@rochesternh.net">Chris.bowlen@rochesternh.net</a>	<a href="https://www.rochesternh.net/rochester-recreation-arena">https://www.rochesternh.net/rochester-recreation-arena</a>

# CITY OF SOMERSWORTH, NEW HAMPSHIRE

## History

The territory was first settled in approximately 1650 originally as a part of Dover, until it was incorporated as a town in 1754, and then eventually a city in 1893.

## Geography and Demographics

The City of Somersworth is located an hour north of Boston and is nearby Portsmouth, NH. The city is bordered to the northeast by the Salmon Falls River and the Town of Berwick, which also lies along the state boundary with Maine. Somersworth was incorporated as a city in 1893 and is located in eastern Strafford County. According to the U.S. Census estimates, the population in 2020 was 11,855 over a land area of 9.8 square miles.

## Comprehensive Plan

Somersworth's last update to the Master Plan was in 2010. This plan can be downloaded on the [Planning Office's webpage](#).

The goals of the Master Plan are:

1. Make the downtown a livable, walkable, vibrant focal point for the city and region that is physically attractive, socially and culturally energized and offers the opportunity for a diversity of business activity.
2. Take a leadership role to build a sustainable community for current and future generations.
3. Actively manage growth that is consistent with the city's vision and master plan and provides for a balance of residential, recreational, business, industrial and institutional activities.
4. Preserve and protect its open space and natural resources in balance with



economic, business and employment opportunities for its citizens.

5. Promote business development that encourages entrepreneurs, locally-based businesses and quality employment opportunities for all.
6. Grow great neighborhoods that provide a variety of housing opportunities to accommodate its diverse citizenry while respecting the city's natural and cultural heritage.
7. Strive for educational excellence.
8. Offer a variety of recreational opportunities for all age groups.
9. Provide a variety of transportation facilities and services including auto, pedestrian, bicycle and rail that connect the city's neighborhoods, businesses and services to the community and region, in concert with regional plans and opportunities.
10. Provide community services in an efficient and effective manner.
11. Identify and preserve buildings, streetscapes, individual sites and open spaces that contribute to the unique historic character and cultural assets of Somersworth.

## Transportation

The average commute for workers +16 was 22.9 minutes where 80.1% drove alone and 12.7% carpooled, according to census data. Somersworth has access to the COAST bus line, and C&J Transportation which provides both bus and private car services.

The Amtrak Downeaster has a station in Dover and Durham, New Hampshire and provides passenger rail service north to Brunswick, Maine and south to Boston and beyond.

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# CITY OF SOMERSWORTH, NEW HAMPSHIRE

## TOC

### 1

Somersworth has a number of highways running through the city including I-95, NH 236, NH 9, and NH 16.

## Economic Development

### 2

The City realizes 67% of its revenues through Municipal Property Taxes.

### 3

The current Adopted Budget for FY 21-22 and several years of past budgets can be found at the [Finance Office's webpage](#).

### 4

The General Fund proposed budget reflects an increase of \$388,115 or 2.77% compared to the prior year's approved budget. The enterprise funds reflect an increase of \$498,293 or 10% as a whole.

### 5

### 6

#### City of Somersworth

One Government Way

Somersworth, NH 03878

Phone: 603-692-4262

Website: <https://www.somersworth.com/>

#### City Hall Hours:

Monday – Friday, 8:00 am – 4:30 pm

Wednesday, 8:00 am – 6:00 pm

City Hall Directory: <https://www.somersworth.com/city-hall-directory>

Planning Board and Site Review Technical Committee meeting schedule:

[https://www.somersworth.com/sites/g/files/vyhli1226/f/pages/planning\\_board\\_srtc\\_2021\\_meeting\\_deadline\\_and\\_schedule\\_0.pdf](https://www.somersworth.com/sites/g/files/vyhli1226/f/pages/planning_board_srtc_2021_meeting_deadline_and_schedule_0.pdf)

Departments	Position Title	Contact	Telephone	Email	Website
Assessing	Assessor	Mary Beth Walker	603-692-9520	<a href="mailto:mwalker@somersworth.com">mwalker@somersworth.com</a>	<a href="https://www.somersworth.com/assessing">https://www.somersworth.com/assessing</a>
City Clerk	City Clerk	Jonathan Slaven	603-692-9511	<a href="mailto:jslaven@somersworth.com">jslaven@somersworth.com</a>	<a href="https://www.somersworth.com/city-clerk">https://www.somersworth.com/city-clerk</a>
City Manager	City Manager	Robert M. Belmore	603-692-9503	<a href="mailto:rbelmore@somersworth.com">rbelmore@somersworth.com</a>	<a href="https://www.somersworth.com/city-manager">https://www.somersworth.com/city-manager</a>

# CITY OF SOMERSWORTH, NEW HAMPSHIRE

Departments	Position Title	Contact	Telephone	Email	Website
Code Enforcement	Building Inspector	Timothy Metivier	603-692-99522	<a href="mailto:tmetivier@somersworth.com">tmetivier@somersworth.com</a>	<a href="https://www.somersworth.com/code-enforcement">https://www.somersworth.com/code-enforcement</a>
Development Services	Director of Planning & Community Development	Michelle Mears	603-692-9517	<a href="mailto:mmears@somersworth.com">mmears@somersworth.com</a>	<a href="https://www.somersworth.com/development-services">https://www.somersworth.com/development-services</a>
Economic Development	Economic Development Manager	Robin Comstock	603-692-9516	<a href="mailto:rcomstock@somersworth.com">rcomstock@somersworth.com</a>	<a href="https://www.somersworth.com/economic-development">https://www.somersworth.com/economic-development</a>
Finance	Deputy City Manager/ Director of Finance	Scott A. Smith	603-692-9504	<a href="mailto:ssmith@somersworth.com">ssmith@somersworth.com</a>	<a href="https://www.somersworth.com/finance">https://www.somersworth.com/finance</a>
Fire	Fire Chief	George D. Kramlinger	603-692-3457	<a href="mailto:gkramlinger@somersworth.com">gkramlinger@somersworth.com</a>	<a href="https://www.somersworth.com/fire">https://www.somersworth.com/fire</a>
Highway Division	tbd	Michael Bobinsky	603-692-4266	<a href="mailto:mbobinsky@somersworth.com">mbobinsky@somersworth.com</a>	tbd
Human Resources	Human Resources Manager	Linda Corriveau	603-692-9529	<a href="mailto:lcorriveau@somersworth.com">lcorriveau@somersworth.com</a>	<a href="https://www.somersworth.com/human-resources">https://www.somersworth.com/human-resources</a>
Parks & Recreation	Recreation Supervisor	Kristen Davenport	603-692-9508	<a href="mailto:kdavenport@somersworth.com">kdavenport@somersworth.com</a>	<a href="https://www.somersworth.com/parks-recreation">https://www.somersworth.com/parks-recreation</a>
Planning Office	Director of Planning & Community Development	Michelle Mears	603-692-9517	<a href="mailto:mmears@somersworth.com">mmears@somersworth.com</a>	<a href="https://www.somersworth.com/planning-office">https://www.somersworth.com/planning-office</a>
Police	Police Chief	David Kretschmar	603-692-3131	<a href="mailto:dkretschmar@somersworth.com">dkretschmar@somersworth.com</a>	<a href="https://www.somersworth.com/police">https://www.somersworth.com/police</a>
Public Works & Utilities	PWD Director	Michael Bobinsky	603-692-4266, ext. 1	<a href="mailto:mbobinsky@somersworth.com">mbobinsky@somersworth.com</a>	tbd
Somersworth Public Library	tbd	Michelle Baker	603-692-4587	<a href="mailto:mbaker@somersworth.com">mbaker@somersworth.com</a>	<a href="https://www.somersworth.com/somersworth-public-library">https://www.somersworth.com/somersworth-public-library</a>
Tax Collector	City Tax Collector	Jessica Veino	603-692-9515	<a href="mailto:jveino@somersworth.com">jveino@somersworth.com</a>	<a href="https://www.somersworth.com/tax-collector">https://www.somersworth.com/tax-collector</a>
Water / Wastewater Utilities	Water Clerk	Karla Baxter	603-692-9523	<a href="mailto:kbaxter@somersworth.com">kbaxter@somersworth.com</a>	<a href="https://www.somersworth.com/water-wastewater-utilities">https://www.somersworth.com/water-wastewater-utilities</a>

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# TOWN OF SOUTH BERWICK, MAINE

## History

Settled in 1631, South Berwick is located on the Salmon Falls River, a tidal estuary that guided Maine's earliest settlers to build a water powered sawmill that became one of the first in America. South Berwick is a vibrant community of residences and small businesses. It is a walkable village with retail shops and restaurants. Many of the buildings and homes downtown are listed on the National Register of Historic Places, including Berwick Academy, the oldest educational institution, which was founded in 1791.

## Geography and Demographics

South Berwick comprises 35 square miles, with 70 miles of road. The Town is on the fringes of the expanding Boston/Southern New Hampshire Metropolitan area which has brought many jobs within commuting distance of the Town. South Berwick has a population of 7,467 in 2020, according to the U.S. Census. From 2015-2019, the total percent of civilian labor force age +16 was 73.1 percent.

## Comprehensive Plan

The Comprehensive Plan for South Berwick was last updated in 2006. The community population has grown by 50% since 1980.

The 2006 Comprehensive Plan is available on the [Comprehensive Plan Committee's](#) portion of the town's website.

## Transportation

The mean travel time for workers aged +16 in 2015-2019 was 31.0 minutes, which is higher than the national, state, and county average. Route 236 is a primary highway providing quick and direct access to I-95 at Kittery. Route 91 leads to the beaches at York and U.S. Route 1 areas. Inland areas,

the Maine Turnpike, and New Hampshire are readily accessible via Route 4. Amtrak service from Boston, MA to Brunswick, ME is available with stops next door in Dover, NH and Wells, ME.

Air travel is available at several airports all within 1 hour's drive: Portsmouth International Airport at Pease, Manchester-Boston International, Portland Jetport and Boston Logan International. The area is attractive from a "Work, Live, Play" perspective due to its proximity to the ocean, ski mountains and natural environment.. The Portsmouth International Airport has daily service with carriers such as Skybus, Allegiant and Pan Am Clipper. The Manchester Boston Regional Airport is a one-hour drive with service through a variety of major airlines. The Jetport interchange off of the turnpike provides a 40 minute hassle free drive to the Portland Jetport. Logan Airport in Boston can be reached in approximately 75 minutes (if traffic is good) for overseas connections. This area, with its proximity to the ocean, ski areas, the woods in our own backyards and Portland, Portsmouth and Boston, is in an enviable position.

## Economic Development

Firms which employ South Berwick residents include: Liberty Mutual, Pratt and Whitney, Maine Health, York Hospital, Wentworth & Hannaford, Douglass Hospital Portsmouth Naval Shipyard. There is an expanding local job market in consulting, engineering, real estate, and construction.

### Town of South Berwick

180 Main Street

South Berwick, ME 03908

Phone: 207-384-3001

Website: <https://www.southberwickmaine.org/>

Directory: [https://www.southberwickmaine.org/town\\_directory/index.php](https://www.southberwickmaine.org/town_directory/index.php)



# TOWN OF SOUTH BERWICK, MAINE

Departments	Position Title	Contact	Telephone	Email	Website
Assessing	Assessing Agent	Verna Sharpe	207-384-3010	<a href="mailto:vsharpe@sbmaine.us">vsharpe@sbmaine.us</a>	<a href="https://southberwickmaine.org/departments/assessing/index.php">https://southberwickmaine.org/departments/assessing/index.php</a>
Code Enforcement	Code Enforcement Officer	Joseph E. Rousselle	207-384-3011	<a href="mailto:jrousselle@sbmaine.us">jrousselle@sbmaine.us</a>	<a href="https://southberwickmaine.org/departments/code-enforcement/index.php">https://southberwickmaine.org/departments/code-enforcement/index.php</a>
Finance	Finance Director, Assistant Town Manager	Jennifer Janelle	207-384-3007	<a href="mailto:jjanelle@sbmaine.us">jjanelle@sbmaine.us</a>	<a href="https://southberwickmaine.org/departments/finance/index.php">https://southberwickmaine.org/departments/finance/index.php</a>
Library	Library Director	Lee Shaw	207-384-3308	<a href="mailto:shaw@berwicklibrary.org">shaw@berwicklibrary.org</a>	<a href="https://southberwickmaine.org/departments/library/index.php">https://southberwickmaine.org/departments/library/index.php</a>
Planning	Planning Director	Joe Rousselle	207-384-3011	<a href="mailto:jrousselle@sbmaine.us">jrousselle@sbmaine.us</a>	<a href="https://southberwickmaine.org/departments/planning/index.php">https://southberwickmaine.org/departments/planning/index.php</a>
Police Department	Chief Of Police	Dana Lajoie	207-384-2254	<a href="mailto:dlajoie@sbpd.us">dlajoie@sbpd.us</a>	<a href="https://southberwickmaine.org/departments/police/index.php">https://southberwickmaine.org/departments/police/index.php</a>
Public Works	Director	Jay Redimarker	207-384-3015	<a href="mailto:jredimarker@sbwaine.us">jredimarker@sbwaine.us</a>	<a href="https://southberwickmaine.org/departments/public-works/index.php">https://southberwickmaine.org/departments/public-works/index.php</a>
Recreation	Recreation Director	Sharon Brassard	207-384-3306	<a href="mailto:sbrassard@sbmaine.us">sbrassard@sbmaine.us</a>	<a href="https://southberwickmaine.org/departments/recreation/index.php">https://southberwickmaine.org/departments/recreation/index.php</a>
Social Services	Social Services Director	Karen Estee	207-384-3040	<a href="mailto:kestee@sbmaine.us">kestee@sbmaine.us</a>	<a href="https://southberwickmaine.org/departments/social-services/index.php">https://southberwickmaine.org/departments/social-services/index.php</a>
Tax Collection	Deputy Tax Collector	Heather Stanley	207-384-3036	<a href="mailto:hstanley@sbmaine.us">hstanley@sbmaine.us</a>	<a href="https://www.southberwickmaine.org/departments/tax_collector.php">https://www.southberwickmaine.org/departments/tax_collector.php</a>
Town Clerk	Town Clerk	Barbara Bennett, CCM	207-384-3001	<a href="mailto:bbennett@sbmaine.us">bbennett@sbmaine.us</a>	<a href="https://southberwickmaine.org/departments/town_clerk/index.php">https://southberwickmaine.org/departments/town_clerk/index.php</a>
Town Manager	Town Manager	Jennifer Janelle	207-384-3015	<a href="mailto:jjanelle@sbmaine.us">jjanelle@sbmaine.us</a>	<a href="https://southberwickmaine.org/departments/town_manager/index.php">https://southberwickmaine.org/departments/town_manager/index.php</a>
Human Resources	HR Director	Heather Stanley	207-384-3013	<a href="mailto:hstanley@sbmaine.us">hstanley@sbmaine.us</a>	<a href="https://southberwickmaine.org/departments/finance/index.php">https://southberwickmaine.org/departments/finance/index.php</a>

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# TOWN OF YORK, MAINE



## History

York is located approximately 40 miles south of Portland and 60 miles north of Boston. York was incorporated on November 22, 1652 and is the second oldest town in Maine. The oldest is Kittery, incorporated only two days earlier.

## Geography and Demographics

According to the latest census estimate, the population of York, Maine is 13,723. The land area is 54.67 square miles<sup>1</sup>.

## Comprehensive Plan

As of Spring 2021, the Comprehensive Plan is undergoing an update process and community stakeholder engagement is underway. The prior Comprehensive Plan is dated 2018.

## Transportation

According to the U.S. Census, the mean travel time to work for workers 16+ from 2015-2019 is 25.7 minutes.

According to the Comprehensive Plan, the transportation network in an around York is largely oriented in a north-south direction running parallel to the oceanfront. The transportation network is automobile oriented, lacks rail service and only has limited seasonal bus service.

The Maine Turnpike begins in York. An alternate to paying the tolls for motorists is U.S. Route 1, also known as Blue Star Memorial Highway which provides a parallel route through the town.

## Economic Development

The median household income (in 2019 dollars for 2015-2019) was \$99,333 (U.S. Census data).

The local economy for the York region is strongly tied to tourism much of which is seasonal with highest peaks throughout the summer months into the fall.

According to the Town's Comprehensive Plan, tourism is a critical component of York's economic base and has been so for more than 100 years. Expanding the number of tourists beyond the summer peak season is an opportunity for the community.

### York Town Hall

186 York Street

York, Maine 03909

Phone: 207-363-1000

Website: <http://www.yorkmaine.org/>

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 of every month at the York Public Library and are televised live on Time-Warner Cable's Public Channel 132 and streamed on Town Hall Streams.

<sup>1</sup> Maine An Encyclopedia – York. <https://maineencyclopedia.com/york/> Retrieved April 24, 2021.

# TOWN OF YORK, MAINE

Departments	Position Title	Contact	Telephone	Email	Website
Town Manager's Office	Town Manager	Stephen H. Burns	207-363-1000, ext. 6021	<a href="mailto:sburns@yorkmaine.org">sburns@yorkmaine.org</a>	<a href="https://www.yorkmaine.org/155/Town-Managers-Office">https://www.yorkmaine.org/155/Town-Managers-Office</a>
Town Clerk/Tax Collector	Town Clerk/Tax Collector	Lynn Osgood	207-363-1003, ext. 6072	<a href="mailto:townclerk@yorkmaine.org">townclerk@yorkmaine.org</a>	<a href="https://www.yorkmaine.org/154/Town-Clerk-Tax-Collector">https://www.yorkmaine.org/154/Town-Clerk-Tax-Collector</a>
Code Enforcement	Director, LHO, CRS Coordinator	Amber Harrison	207-363-1002	<a href="mailto:aharrison@yorkmaine.org">aharrison@yorkmaine.org</a>	<a href="https://www.yorkmaine.org/149/Code-Enforcement">https://www.yorkmaine.org/149/Code-Enforcement</a>
Tax Assessor	Tax Assessor	Rick Mace, MCA	207-363-, ext. 6061	<a href="mailto:assessor@yorkmaine.org">assessor@yorkmaine.org</a>	<a href="https://www.yorkmaine.org/152/Tax-Assessor">https://www.yorkmaine.org/152/Tax-Assessor</a>
Finance	Finance Director	Wendy Anderson	207-363-1004, ext. 6024	<a href="mailto:wanderson@yorkmaine.org">wanderson@yorkmaine.org</a>	<a href="https://www.yorkmaine.org/200/Finance">https://www.yorkmaine.org/200/Finance</a>
Human Resources	Director of Human Resources	Kathryn Danylik-Lagasse	207-363-1000, ext. 6032	<a href="mailto:klagasse@yorkmaine.org">klagasse@yorkmaine.org</a>	<a href="https://www.yorkmaine.org/205/Human-Resources">https://www.yorkmaine.org/205/Human-Resources</a>
Parks & Recreation	Department Director	Robin Cogger	207-363-1040	<a href="mailto:rcogger@yorkmaine.org">rcogger@yorkmaine.org</a>	<a href="https://www.yorkparksandrec.org/">https://www.yorkparksandrec.org/</a>
Planning	Planning Director	Dylan Smith	207-363-1000, ext. 6042	<a href="mailto:dsmith@yorkmaine.org">dsmith@yorkmaine.org</a>	<a href="https://www.yorkmaine.org/162/Planning">https://www.yorkmaine.org/162/Planning</a>
Town of York Police Department	Chief of Police	Charles J. Szeniewski	207-363-1031	<a href="mailto:cszeniewski@yorkpolice.org">cszeniewski@yorkpolice.org</a>	<a href="https://www.yorkmaine.org/CivicAlerts.aspx?AID=164">https://www.yorkmaine.org/CivicAlerts.aspx?AID=164</a>
Public Works	Director of Public Works	Dean A. Lessard, P.E.	207-363-1010	<a href="mailto:dlessard@yorkmaine.org">dlessard@yorkmaine.org</a>	<a href="http://yorkpublicworks.org/">http://yorkpublicworks.org/</a>
School Department	Superintendent of Schools	Lou Goscinski	207-363-3403	<a href="mailto:lgoscinski@yorkschoos.org">lgoscinski@yorkschoos.org</a>	<a href="https://www.yorkschoos.org/">https://www.yorkschoos.org/</a>
Beach Fire	Fire Chief	David Bridges	207-363-1014	<a href="mailto:ybfire@yorkmaine.org">ybfire@yorkmaine.org</a>	<a href="http://www.ybfire.org/">http://www.ybfire.org/</a>
Village Fire	Fire Chief	Chris Balentine	207-363-10115	<a href="mailto:cbalentine@yorkmaine.org">cbalentine@yorkmaine.org</a>	<a href="http://yorkvillagefire.com/">http://yorkvillagefire.com/</a>
General Assistance Program	Family Services Manager	Janie Sweeney	207-363-5504	<a href="mailto:jsweeney@yorkmaine.org">jsweeney@yorkmaine.org</a>	<a href="https://www.yorkmaine.org/157/General-Assistance-Program">https://www.yorkmaine.org/157/General-Assistance-Program</a>
York Public Library	Executive Director	Michelle Sampson	207-363-2818	<a href="mailto:info@yorkpubliclibrary.org">info@yorkpubliclibrary.org</a>	<a href="https://yorkpubliclibrary.org/services/">https://yorkpubliclibrary.org/services/</a>

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# ROCKINGHAM PLANNING COMMISSION



## About

The [Rockingham Planning Commission](#) is one of nine regional planning commissions in New Hampshire established by RSA 36:46. The Commission's region consists of twenty-seven communities within Rockingham County, including Portsmouth. Operating as a regional government organization, the Commission serves in an advisory role to local governments in order to promote coordinated planning, orderly growth, efficient land use, transportation access and environmental protection.

The Rockingham Planning Commission has provided several services to the Portsmouth community such as general planning technical assistance, transportation planning, GIS assistance, and hazard mitigation planning.

## Transportation

The [Transportation Improvement Program \(TIP\)](#) is prepared by staff of the Rockingham Planning Commission and is reviewed and endorsed by the Technical Advisory (TAC). Final TIP endorsement is received from the Planning Commission acting as the MPO Policy Committee which is the designated MPO for the Portsmouth urbanized area and a portion of the Greater Boston urbanized area in New Hampshire.

The [2021-2024 TIP](#) is available on the RPC website.

Another useful resource is the [2021 – 2024 List of Statewide Programs and Projects](#) where funding is available.

The [2021 – 2024 List of Regional Programs and Projects](#) is also available on the RPC website.

# ROCKINGHAM PLANNING COMMISSION

## Rockingham Planning Commission

156 Water St, Exeter, New Hampshire 03833

Phone: 603-778-0885

Hours: Monday to Friday 8 am – 4:30 PM

[Meeting times](#) and [Contacts](#) for the planning commission are also available on the RPC website.

Position Title	Contact	Telephone	Email	Website
Executive Director	Tim Roache	603-658-0518	<a href="mailto:troache@therpc.org">troache@therpc.org</a>	<a href="https://www.therpc.org/">https://www.therpc.org/</a>
Assistant Director	David Walker	603-658-0514	<a href="mailto:dwalker@therpc.org">dwalker@therpc.org</a>	<a href="https://www.therpc.org/">https://www.therpc.org/</a>
Senior Transportation Planner	Scott Bogle	603-658-0515	<a href="mailto:sbogle@therpc.org">sbogle@therpc.org</a>	<a href="https://www.therpc.org/">https://www.therpc.org/</a>
Senior Planner	Jennifer Rowden	603-658-0521	<a href="mailto:jrowden@therpc.org">jrowden@therpc.org</a>	<a href="https://www.therpc.org/">https://www.therpc.org/</a>
Regional Planner	Madeleine Dillonno	603-658-0522	<a href="mailto:mdillonno@therpc.org">mdillonno@therpc.org</a>	<a href="https://www.therpc.org/">https://www.therpc.org/</a>

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# SOUTHERN MAINE PLANNING & DEVELOPMENT COMMISSION

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## About



**SMPDC**  
SOUTHERN MAINE PLANNING & DEVELOPMENT COMMISSION

Southern Maine Planning and Development Commission (SMPDC) is a non-partisan, non-profit agency that cultivates thriving, sustainable communities and strengthens local governments by leading planning and economic development for 39 towns in Southern Maine.

Founded in 1964 in response to an identified need for a coordinated effort for economic development and resource management, SMPDC has been providing economic development, housing, transportation, and environmental planning to the municipalities in the region for over forty-seven years.

SMPDC provides primary staff support to the Kittery Area Comprehensive Transportation System (KACTS) which is the Metropolitan Planning Organization (MPO) for the Maine portion of the Portsmouth and Dover-Rochester, New Hampshire urbanized areas.

An MPO is a committee, along with support staff, responsible for planning and programming Federally funded transportation projects within a designated "Metropolitan Area." In the case of the KACTS MPO, this area includes York, Kittery, Eliot, South Berwick, and Berwick. The Transportation Improvement Plan (TIP) is a capital improvement program developed every two years in cooperation with the Maine Department of Transportation. This program results in a prioritized list of transportation projects that are submitted for federal, state and local funding, such as road resurfacing and reconstruction. Candidate projects are submitted by the member communities and ranked through a technical scoring/project prioritization process<sup>1</sup>.

<sup>1</sup> "Kittery Area Comprehensive Transportation System," Southern Maine Planning & Development Commission, <https://smpdc.org/kacts>.



# SOUTHERN MAINE PLANNING & DEVELOPMENT COMMISSION

## Southern Maine Planning and Development Commission

110 Main Street, Suite 1400; Saco, ME 04072

Phone: 207-571-7065

Website: <https://smpdc.org/>

Staff Directory: <https://smpdc.org/staff>

Position Title	Contact	Telephone	Email	Website
Executive Director	Paul Schumacher	207-571-7065	<a href="mailto:pschumacher@smpdc.org">pschumacher@smpdc.org</a>	<a href="https://smpdc.org">https://smpdc.org</a>
Economic and Community Development Director	Chuck Morgan	207-571-7065	<a href="mailto:cmorgan@smpdc.org">cmorgan@smpdc.org</a>	<a href="https://smpdc.org/">https://smpdc.org/</a>
Director of Land Use and Planning	Lee Jay Feldman	207-571-7068	<a href="mailto:ljfeldman@smpdc.org">ljfeldman@smpdc.org</a>	<a href="https://smpdc.org/">https://smpdc.org/</a>
Transportation Director	Stephanie Carver	207-571-7065	<a href="mailto:scarver@smpdc.org">scarver@smpdc.org</a>	<a href="https://smpdc.org/">https://smpdc.org/</a>
Senior Planner and Coastal Resilience Coordinator	Abbie Sherwin	207-571-7065	<a href="mailto:asherwin@smpdc.org">asherwin@smpdc.org</a>	<a href="https://smpdc.org/">https://smpdc.org/</a>
Sustainability Coordinator	Karina Graeter	207-571-7065	<a href="mailto:kgraeter@smpdc.org">kgraeter@smpdc.org</a>	<a href="https://smpdc.org/">https://smpdc.org/</a>
Community Planner and Outreach Specialist	Raegan Young	207-571-7065	<a href="mailto:ryoung@smpdc.org">ryoung@smpdc.org</a>	<a href="https://smpdc.org/">https://smpdc.org/</a>

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# STRAFFORD REGIONAL PLANNING COMMISSION



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The [Strafford Regional Planning Commission \(SRPC\)](#) serves in an advisory role to local governments and community organizations. The Strafford Regional Planning Commissions work solely to advise and assist the Strafford region by providing technical studies, data analysis, collection, and interpretation, and cohesion with state agencies and community groups in order to make informed decisions for the benefit of their constituents. The SRPC also operates the [Strafford Metropolitan Planning Organization \(SMPO\)](#) that allocates federal transportation funds to SMPO communities for the construction of transportation infrastructure.

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The Strafford Regional Planning Commission is composed of eighteen municipalities including all thirteen in Strafford County, three in Rockingham County, and two in Carroll County. Its mission is to assure that the region is responsive to the needs of its residents through cooperative actions with municipalities and federal and state agencies, through the implementation of regional plans, and through local planning assistance. Together these actions foster sustainable development and improve the quality of life in the region. The Commission's professional staff provide transportation, land use, economic development, hazard mitigation, water, public health, and natural resource planning services; geographic information services (GIS); data collection and analysis; facilitation; and project management<sup>1</sup>.

## Mission

Strafford Regional Planning Commission's mission is to ensure that the region is responsive to the needs of its residents through cooperation with the federal and state agencies and its member municipalities, through the implementation of its policies and plans, and through the provision of local planning assistance. These actions foster sustainable development and improve the quality of life in the region. Sustainable development balances economic progress with environmental protection and community well-being<sup>2</sup>.

## Strategic Plan

The [Strategic Plan](#) is intended to provide a high-level strategic roadmap for the next five years. The plan will reflect upon historical and current mandates that define SRPC, as well as, the mission, vision, values, and current programs and operational realities. These various factors, in combination with progress toward implementation of our Regional Plan and evolving planning issues, shape SRPC's role within the region over the next few years.

<sup>1</sup> "Administrative Overview," Strafford Regional Planning Commission, accessed August 18, 2021, <http://www.strafford.org/admin/admin.php>.

<sup>2</sup> Ibid.

# STRAFFORD REGIONAL PLANNING COMMISSION

This document can serve several functions. Very simply, the descriptive overview may be useful to new staff, Commissioners, stakeholders, and the public who are seeking a better basic understanding of the agency. As an articulation of strategic priorities, it can help employees align their efforts where they will make the most impact and help guide the development of scopes of work to better address agency and member community needs. Lastly, it provides a benchmark against which all Commission progress may be compared through time<sup>3</sup>.

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## **Strafford Regional Planning Commission**

*150 Wakefield Street, Suite 12*

*Rochester, New Hampshire 03867*

*Phone: (603) 994-3500*

*Website: <http://www.trafford.org/>*

*Office Hours: Monday – Friday 8:30 am – 5 pm*

*Staff Contact: <http://www.trafford.org/admin/staff.php>*

Position Title	Contact	Telephone	Email	Website
Executive Director	Jen Czysz	(603) 994-3500 ext. 100	<a href="mailto:jczysz@trafford.org">jczysz@trafford.org</a>	<a href="http://trafford.org/">http://trafford.org/</a>
Principal Regional Planner	Kyle Pimental	(603) 994-3500 ext. 101	<a href="mailto:kpimental@trafford.org">kpimental@trafford.org</a>	<a href="http://trafford.org/">http://trafford.org/</a>
Communications and Outreach Planner	Shayna Sylvia	(603) 994-3500 ext. 104	<a href="mailto:ssylvia@trafford.org">ssylvia@trafford.org</a>	<a href="http://trafford.org/">http://trafford.org/</a>
Senior Transportation Planner	Colin Lentz	(603) 994-3500 ext. 102	<a href="mailto:clentz@trafford.org">clentz@trafford.org</a>	<a href="http://trafford.org/">http://trafford.org/</a>
Senior Regional Planner	James Burdin	(603) 994-3500 ext. 103	<a href="mailto:jburdin@trafford.org">jburdin@trafford.org</a>	<a href="http://trafford.org/">http://trafford.org/</a>

<sup>3</sup> Ibid.



# NEW HAMPSHIRE DEPARTMENT OF TRANSPORTATION



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The New Hampshire Department of Transportation is a state agency which is responsible for planning, developing, and maintaining New Hampshire's transportation network to provide safe and convenient movement throughout the state by means of a system of highways, railroads, air service, mass transit, and other practicable modes of transportation, as well as perform any regulation of transportation activities required by law.

2

The New Hampshire State Infrastructure Bank (SIB) leverages state and federal funds to finance multi-modal and intermodal transportation projects which advance economic development and local transportation needs. The New Hampshire SIB serves as a revolving loan program to finance eligible state and local transportation projects whereby the loan repayments then create a stream of revenue for new transportation projects. The majority of federal resources are allocated to the states through an annual apportionment outlined in the FAST Act by which funding for projects is contingent on the successful application of specific projects. The second major source of revenue from the federal government is through congressional earmarks, which are not subject to as many limitations as apportionments and may be moved between fiscal years based on project schedules.

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The New Hampshire DOT is required to have a plan with the list of intended projects, dates, and costs of construction for the next 10 years and must be approved by the governor bi-annually. Projects listed in the plan, except for projects which are solely for infrastructure preservation, are prioritized on a DOT methodology that examines the certainty of a project relative to its scope, cost, constructability, permitability, and public support, provided it has a preliminary design, environmental evaluation, public participation process, and available and adequate funding.

The 2021-2024 New Hampshire DOT Statewide Transportation Improvement Plan and approved amendments can be found at the [NHDOT's STIP webpage](#).

More about the state's 10-year transportation improvement program methodology can be found in the [New Hampshire State Statutes, Chapter 20 Transportation](#), Title 240:3.

The [Active Construction Projects](#) is a list of projects, their costs, vendor, and other details which may give a better understanding of the typical approved projects.

# NEW HAMPSHIRE DEPARTMENT OF TRANSPORTATION

## New Hampshire Department of Transportation

John O. Morton Building

PO Box 483 | 7 Hazen Drive, Concord, NH 03302-0483

Phone: 603-271-3734

Hours: 8:00 am – 4:00 pm

Website: <https://www.dot.nh.gov/>

Directory: <https://www.nh.gov/dot/contactus/index.htm>

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Position Title	Contact	Telephone	Email	Website
Commissioner	Victoria Sheehan	603-271-1484	<a href="mailto:jennifer.d.lane@dot.nh.gov">jennifer.d.lane@dot.nh.gov</a>	<a href="https://www.dot.nh.gov/">https://www.dot.nh.gov/</a>
Assistant Commissioner & Chief Engineer	William Cass	603-271-1484	<a href="mailto:jennifer.d.lane@dot.nh.gov">jennifer.d.lane@dot.nh.gov</a>	<a href="https://www.dot.nh.gov/">https://www.dot.nh.gov/</a>
Deputy Commissioner	Andre J. Briere	603-271-1484	<a href="mailto:jennifer.d.lane@dot.nh.gov">jennifer.d.lane@dot.nh.gov</a>	<a href="https://www.dot.nh.gov/">https://www.dot.nh.gov/</a>
Director of Aeronautics, Rail and Transit	Patrick C. Herlihy	603-271-1484	<a href="mailto:jennifer.d.lane@dot.nh.gov">jennifer.d.lane@dot.nh.gov</a>	<a href="https://www.dot.nh.gov/">https://www.dot.nh.gov/</a>
Director of Operations	Dave Rodrigue	603-271-1484	<a href="mailto:jennifer.d.lane@dot.nh.gov">jennifer.d.lane@dot.nh.gov</a>	<a href="https://www.dot.nh.gov/">https://www.dot.nh.gov/</a>
Director of Policy and Administration	Fran Buczynski	603-271-1484	<a href="mailto:jennifer.d.lane@dot.nh.gov">jennifer.d.lane@dot.nh.gov</a>	<a href="https://www.dot.nh.gov/">https://www.dot.nh.gov/</a>
Executive Office, Administrative Assistant (*all email correspondence to go through Jennifer Lane)	Jennifer Lane	603-271-1484	<a href="mailto:jennifer.d.lane@dot.nh.gov">jennifer.d.lane@dot.nh.gov</a>	<a href="https://www.dot.nh.gov/">https://www.dot.nh.gov/</a>
Director of Project Development	Peter Stamnas	603-271-1484	<a href="mailto:jennifer.d.lane@dot.nh.gov">jennifer.d.lane@dot.nh.gov</a>	<a href="https://www.dot.nh.gov/">https://www.dot.nh.gov/</a>
Senior Planner	Lucy St. John	603-271-1484	<a href="mailto:jennifer.d.lane@dot.nh.gov">jennifer.d.lane@dot.nh.gov</a>	<a href="https://www.dot.nh.gov/">https://www.dot.nh.gov/</a>

# MAINE DEPARTMENT OF TRANSPORTATION



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## History

President Dwight D. Eisenhower signed the Federal Highway Act on June 29, 1956, thus paving the way for creation of America's Interstate highway system that today connects people nationwide via a 42,795-mile network of roads.

In 1972, the Maine Department of Transportation was established by the Maine State Legislature. Maine DOT retained the Maine State Highway Commission's responsibilities for highways and bridges, but it assumed added responsibilities for air, rail, public transportation, ports and marine transportation, including operation of the Maine State Ferry Service.

In 1991, Maine voters decided not to widen the Maine Turnpike and to establish the Maine Sensible Transportation Policy Act, significantly changing the way Maine DOT approaches major capital improvement projects. The Act provides grass-roots advisory group input in the Department's process for planning future transportation improvements and places additional emphasis on the examination of non-highway alternatives for solving transportation problems<sup>1</sup>.

## About

The Maine Department of Transportation (Maine DOT) is a cabinet-level state agency with primary responsibility for statewide transportation by all modes of travel. Maine DOT employs approximately 1,800 people and expends or disburses more than \$675 million per year, including federal, state, and local funds .

## Funding

The organization operates under the Commissioner, with four bureaus which work together to facilitate Maine DOT projects ranging from bridge and highway construction to highway rehabilitation, to multimodal projects like pedestrian paths, ferries, and ship docks. Maine DOT expends or disburses more than \$675 million per year, including federal, state, and local funds.

As federally required, Maine DOT prepares a [Statewide Transportation Improvement Program \(STIP\)](#) for a four-year scope of capital improvements to transportation systems which can be found on the Maine.gov website<sup>2</sup>.

<sup>1</sup> "History of Maine DOT," Maine.gov, accessed August 18, 2021, <https://www.maine.gov/mdot/about/history/>.

<sup>2</sup> "About Maine DOT," Maine.gov, accessed August 18, 2021, <https://www.maine.gov/mdot/about/>.



# MAINE DEPARTMENT OF TRANSPORTATION

*Mailing address: 16 SHS, Augusta, ME 04333-0016*

*Phone: 207-624-3000*

*Hours: 7:30 am – 4:30 pm*

*Website: <https://www.maine.gov/mdot/>*

*Directory: <https://www.maine.gov/mdot/about/bureaus/>*

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Departments	Position Title	Contact	Telephone	Email	Website
Maine Department of Transportation	Director of Public Outreach and Planning	Dale Doughty	207-624-3557	<a href="mailto:dale.doughty@maine.gov">dale.doughty@maine.gov</a>	<a href="https://www.maine.gov/mdot/">https://www.maine.gov/mdot/</a>
Maine Department of Transportation	Director of Planning	Jennifer Langland	207-624-3400	<a href="mailto:Jennifer.Langland@maine.gov">Jennifer.Langland@maine.gov</a>	<a href="https://www.maine.gov/mdot/">https://www.maine.gov/mdot/</a>
Maine Department of Transportation	Active Transportation Planner	Patrick Adams	207-624-3311	<a href="mailto:patrick.adams@maine.gov">patrick.adams@maine.gov</a>	<a href="https://www.maine.gov/mdot/">https://www.maine.gov/mdot/</a>



## History

In 1941, the Maine State Legislature created the independent state agency known as the Maine Turnpike Authority to construct a highway from Kittery to Fort Kent. At that time, it was the largest construction project in Maine. The survey, design and securing of finances for the first, 45-mile, four-lane divided highway took five years to complete, and the construction another two years.

The Maine Turnpike Authority leveraged revenue bonds for highway construction. It was an innovative, landmark use of bonds (\$20 million) to roadway construction without using state or federal funds, and debt was repaid from toll revenues. This provided a national model for how states and municipalities fund major infrastructure projects today.<sup>1</sup>

## Operations

The Maine Turnpike Authority does not receive money from state or federal tax dollars. The MTA sells bonds to finance projects and is responsible for turnpike construction, operations, and maintenance.

The Maine Turnpike Authority's 2021 Capital Program includes \$44 million towards new construction projects that include: reconstruction of the Exit 45 Interchange, bridge repairs, demolition of the old York toll plaza, pavement rehabilitation, and the southbound off-ramp improvements at Exit 32.

The [MTA Draft Capital Investments Plan 2022-2025](#) can be viewed on the turnpike website.

More information on their financial reports can be found on the [Investor Relations](#) portion of the turnpike website.

### Maine Turnpike Authority

2360 Congress Street

Portland, ME 04102

Phone: 207-871-7771

Website: <https://www.mainturnpike.com/>

2021 Board Meeting Schedule: All meetings are Thursdays at 9:00 am

Departments	Position Title	Contact	Telephone	Email	Website
Maine Turnpike Authority	Public Outreach Manager and Legislative Liaison	Erin Courtney	207-871-7771	<a href="mailto:ecourtney@mainturnpike.com">ecourtney@mainturnpike.com</a>	<a href="https://www.mainturnpike.com/">https://www.mainturnpike.com/</a>

<sup>1</sup> "Maine Turnpike," [Maineturnpike.com](https://www.mainturnpike.com/), accessed August 18, 2021, <https://www.mainturnpike.com/About-MTA/History.aspx>.

# PEASE DEVELOPMENT AUTHORITY



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## About

Pease Air Force Base was transferred from military to civilian control in 1991. The Tradeport, Portsmouth International Airport at Pease, the Division of Ports and Harbors and the Pease Golf Course are all managed by the Pease Development Authority (PDA) along with its seven-member board of directors. The PDA is an independent state agency with combined annual revenues in excess of \$15 million. Its mission is to be an economic engine for New Hampshire's Seacoast Region. The Tradeport includes multiple transportation connections including air, highways, railways and sea. It is adjacent to Interstate 95 and located 50 miles from Boston, Portland and Manchester, NH. As a former Strategic Air Command (SAC) base, the Pease runway measures 11,321 feet (over 2 miles) making it one of the longest on the eastern seaboard and capable of accommodating the world's largest aircraft. It served as an alternative landing site for all NASA space shuttles. The airport terminal has U.S Customs and Border Patrol agents on-site and the New Hampshire Air National Guard maintains a fleet of KC-135 aircraft and an arrival/departure point for military transport.

## Land Use Rules and Regulations

Land use controls, environmental protection, and construction projects are administered by the Engineering Pease Engineering Department. The goal is to comply with applicable laws and ordinances while ensuring Pease facilities are suitable for their intended uses. Details regarding the [land use guidance and environmental regulations](#) are available on the engineering and development portion of the Pease website.

### Pease International

*Administrative Office: 55 International Drive*

*New Hampshire 03801*

*Hours: Monday – Friday 7:30 AM - 4:30 PM*

*Phone: (603) 433-6088*

*Website: <https://peasedev.org/>*

Departments	Position Title	Contact	Telephone	Email	Website
Pease Development Authority	Executive Director	Paul Brean	603-766-9230	<a href="mailto:p.brean@peasedev.org">p.brean@peasedev.org</a>	<a href="https://peasedev.org">https://peasedev.org</a>
PDA Division of Ports & Harbors	Director	Geno Marconi	603-436-8500	<a href="mailto:g.marconi@peasedev.org">g.marconi@peasedev.org</a>	<a href="https://peasedev.org">https://peasedev.org</a>



# COOPERATIVE ALLIANCE SEACOAST TRANSPORTATION (COAST)



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COAST was formed in the early 1980s out of a broad community interest in improving mass transportation options in southeastern New Hampshire. In the early 2000s, COAST underwent a massive transformation as it grew in nearly all measures (staff, passenger trips, vehicle miles, etc.) by triple digit percentages. In 2012, COAST initiated the new Clipper Connection service, reintroducing a public transit option for employees at the PNS for the first time since the mid-1980s.

COAST has existing relationships with many of the towns within this communications and coordination manual, including New Hampshire Department of Transportation, Strafford Regional Planning Commission, and PNS. [Communities Represented by Our Board of Directors](#) | [COAST Bus - NH](#)

COAST bus services extend to New Hampshire towns of Dover, Farmington, Newington, Portsmouth/Pease, Rochester, and Somerworth as well as Maine towns of Berwick, Eliot, Kittery, and South Berwick. The COAST bus schedule can be found at [Bus Routes & Map](#) | [COAST Bus - New Hampshire](#). COAST bus services also connect to other transportation authorities including the C&J Trailways in Dover, Durham, and Portsmouth, the Downeaster Amtrak rail service from Dover/Durham/Exeter to destinations in Maine, and Greyhound bus services in Downtown Portsmouth.

Administrative Office: 6 Sumner Drive, Dover, NH 03820

Hours: 9:00 AM - 4:00 PM, Monday - Friday

Phone: (603) 743-5777

Website: [Public Transportation For The NH Seacoast](#) | [COAST Bus](#)

Position Title	Contact	Telephone	Email
Executive Director	Rad Nichols	603-743-5777, ext. 100	<a href="mailto:rnichols@coastbus.org">rnichols@coastbus.org</a>
Director of Operations	Michael Williams	603-743-5777, ext. 101	<a href="mailto:mwilliams@coastbus.org">mwilliams@coastbus.org</a>
Regional Mobility Manager	Jeff Donald	603-743-5777, ext. 120	<a href="mailto:info@communityrides.org">info@communityrides.org</a>
Director of Finance	Margot Doering	603-743-5777, ext. 102	<a href="mailto:mdoering@coastbus.org">mdoering@coastbus.org</a>

# YORK COUNTY COMMUNITY ACTION CORPORATION (YCCAC)



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## About

The York County Community Action Corporation (YCCAC) was incorporated in 1965 in response to the Economic Opportunity Act of 1964. The 1964 Economic Opportunity Act was designed to mobilize the human and financial resources of the nation to combat poverty in the United States.

The mission of YCCAC is to alleviate the effects of poverty, attack its underlying causes, and to promote the dignity and self-sufficiency of the people of York County, Maine. YCCAC delivers community services to people to people from all circumstances including those in times of transition or adversity.

The YCCAC services include:

- Children and Family Services
  - Head Start and Early Head Start
  - Women, Infants, Children (WIC). WIC services pregnant women, infants, and children from birth to age 5 offering one-on-one health and nutrition counseling and breastfeeding support.
- Medical, Dental and Behavioral Health
- Homeownership and Repair
  - Homebuyer education classes
  - Foreclosure prevention
  - Home repair grants
  - Pre and Post-Purchase Counseling
- Economic Opportunity
  - York County Cash
  - Free Tax Preparation
  - Community Outreach
- Heat, Energy, and Fuel
  - Home Energy Assistance Program
  - Weatherization Program
  - Electricity Lifeline Program
  - Energy Crisis Intervention
  - Central Heating Improvement
  - Other Energy Services
- Transportation
  - Several transportation programs include local rides, the Volunteer Driver Program, Connect to Cancer Care, Sanford Transit, Shoreline Explorer, and Wave. Transportation services are provided to York County residents that require transportation to medical appointments and who have no alternative options.

Position Title	Contact	Telephone	Email
Executive Director	Barbara Crider	207-324-5762	<a href="mailto:Barbara.Crider@yccac.org">Barbara.Crider@yccac.org</a>
Deputy Director	Carter Friend	207-324-5762	<a href="mailto:Carter.Friend@yccac.org">Carter.Friend@yccac.org</a>
Transportation Director	Tom Reinauer	207-324-5762	<a href="mailto:Tom.Reinauer@yccac.org">Tom.Reinauer@yccac.org</a>

6 Spruce Street  
Sanford, ME 04073  
Phone: (207) 324-5762  
Website: <https://yccac.org>





# PART 3 COMMUNITY PLANNING FRAMEWORK AND PUBLIC PROCESSES

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# COMMUNITY PLANNING FRAMEWORK AND PUBLIC PROCESS

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## I. State Planning Framework

### State of Maine – Growth Management Enabling Legislation

Maine's Growth Management Act (Title 30-A, Chapter 187: Planning and Land Use Regulation) establishes in each municipality of the State, local comprehensive planning and land use management to guide future development. The legislative purpose of the Act is to:

- Encourage municipalities to identify the tools and resources to effectively plan for and manage future development within their jurisdictions with a maximum of local initiative and flexibility.
- Encourage local land use ordinances, tools, and policies based on local comprehensive plans.
- Regional considerations are to be incorporated into local planning and decision-making to ensure consideration of regional needs and the regional impact of development.
- Provide for continued direct state regulation of development proposals that occur in areas of statewide concern, that directly impact natural resources of statewide significance or that by their scale or nature otherwise affect vital state interests.
- Encourage the widest possible involvement by the citizens of each municipality in all aspects of the planning and implementation process, to ensure that the plans developed by municipalities have the benefit of citizen input; and
- Encourage the development and implementation of multi-municipal growth management programs.

### State of Maine – Growth Management Enabling Legislation Goals

The State goals under Maine's Growth Management Act (Title 30-A, Chapter 187: Planning and Land Use Regulation) were established to provide overall direction and consistency to the planning and regulatory actions of all state and municipal agencies affecting natural resource management, land use, and development. The goals include:

- To encourage orderly growth and development in appropriate areas of each community and region while protecting the State's rural character, making efficient use of public services, and preventing development sprawl;
- To plan for, finance, and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development;
- To encourage and promote affordable, decent housing opportunities for all Maine citizens;
- To protect the quality and manage the quantity of the State's water resources, including lakes, aquifers, great ponds, estuaries, rivers, and coastal areas;
- To protect the State's other critical natural resources, including without limitation, wetlands, wildlife, and fisheries habitat, sand dunes, shorelands, scenic vistas, and unique natural areas;
- To protect the State's marine resources industry, ports, and harbors from incompatible development and to promote access to the shore for

# STATE AND LOCAL PLANNING FRAMEWORK

- commercial fishermen and the public;
- To safeguard the State's agricultural and forest resources from development which threatens those resources;
- To preserve the State's historic and archeological resources;
- To promote and protect the availability of outdoor recreation opportunities for all Maine citizens, including access to surface waters;
- To encourage municipalities to develop policies that assess community needs and environmental effects of municipal regulations, lessen the effect of excessive parking requirements for buildings in downtowns and on main streets and provide for alternative approaches for compliance relating to the reuse of upper floors of building in downtowns and on main streets;
- To encourage municipalities to develop policies that accommodate older adults with aging in place and that encourage the creation of age-friendly communities;
- To encourage municipalities to develop policies that provide for accessory dwelling units;
- To plan for the effect or sea level on buildings, transportation infrastructure, sewage treatment facilities, and other relevant state, regional, municipal, or privately held infrastructure, property, or resources.

## State of New Hampshire Enabling Growth Management Legislation

In New Hampshire, growth management is regulated by HB 1260 (Ch. 360, 2008) and New Hampshire Revised Statute 674:22 Growth Management: Timing of Development. The Act requires the adoption of local growth management legislation based on a need or capital infrastructure deficiency established through a study that "shall consider the municipality's projected growth rate and the municipality's need for additional services to accommodate such growth." The Planning Board is to annually assess the municipality's progress towards meeting the identified needs or deficiencies and that the ordinance itself contain a specific termination date<sup>1</sup>.

## II. Local Government Planning Framework

### Local Plans and Development Regulations

Land use planning consists of an organized decision-making process implemented by cities and counties (depending on jurisdiction). It provides for collaboration among key stakeholders throughout the process and encourages citizen participation. Opportunities exist for collaboration between municipalities and military installations in regards to city and county land use.

The following provides information on local government plans and development regulations.

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<sup>1</sup><https://www.nh.gov/osi///resource-library/growth-management/index.htm>



# STATE AND LOCAL PLANNING FRAMEWORK

## Comprehensive Plan

A Comprehensive Plan, also referred to as Master Plan, is an adopted official long-range planning document that guides land use in city or county. A comprehensive plan sets forth goals, policies, and guidelines intended to direct the present and future physical, social, and economic development that occurs within its planning jurisdiction. This guidance is depicted with text, maps, illustrations, and tables. It also includes a unified physical design for the public and private development of land and water<sup>2</sup>.

## Land Use Compatibility

The characteristics of different uses or activities that permit them to be located near each other in harmony and without conflict. Some elements affecting compatibility include the intensity of occupancy as measured by dwelling units per acre; floor area ratio; pedestrian or vehicular traffic generated; the volume of goods handled; and such environmental effects as noise, vibration, glare, air pollution, or radiation<sup>3</sup>.

## Zoning

The division of a city or county by legislative regulations into areas, or zones, which specify allowable uses for real property and size restrictions for buildings within these areas. Also, it is a program that implements policies of the Comprehensive Plan or General Plan<sup>4</sup>.

## Subdivision

The division or re-division of a lot, tract, or parcel of land by any means into two or more lots, tracts, parcels, or other divisions of land, including changes in existing lot lines for the purpose, whether immediate or future,

of lease, transfer, or ownership, or building or lot development. The term shall include the re-subdivision of land<sup>5</sup>.

## Site Plan

A plan drawn to scale depicts land uses and structures proposed for a parcel of land as required by the regulations involved. Its purpose is to show how the intended use relates to the major landscape features, setbacks from abutting uses, proposed grading, walkways, access, and other site development information as related to a proposed development<sup>6</sup>.

## Building Codes

The various codes of the city that regulate construction and require building permits, electrical permits, mechanical permits, plumbing permits, and other permits to do work regulated by [city code] pertaining to building and building regulation<sup>7</sup>.

## Capital Improvement Plans and Budget

A capital improvement is any building or infrastructure project that will be owned by a governmental unit and purchased or built with direct appropriations from the governmental unit, or with bonds backed by its full faith and credit, or, in whole or in part, with federal or other public funds, or in any combination thereof. The capital improvement budget indicates the financial amount to be expended for each project over a given timeframe including the sources for the revenue<sup>8</sup>.

<sup>2</sup> "A Planners Dictionary," American Planning Association Planning Advisory Services Report Number 5xx/5xx, April 2004, page 243.

<sup>3</sup> Ibid, page 243.

<sup>4</sup> Ibid, page 458.

<sup>5</sup> Ibid, page 400.

<sup>6</sup> Ibid, page 375.

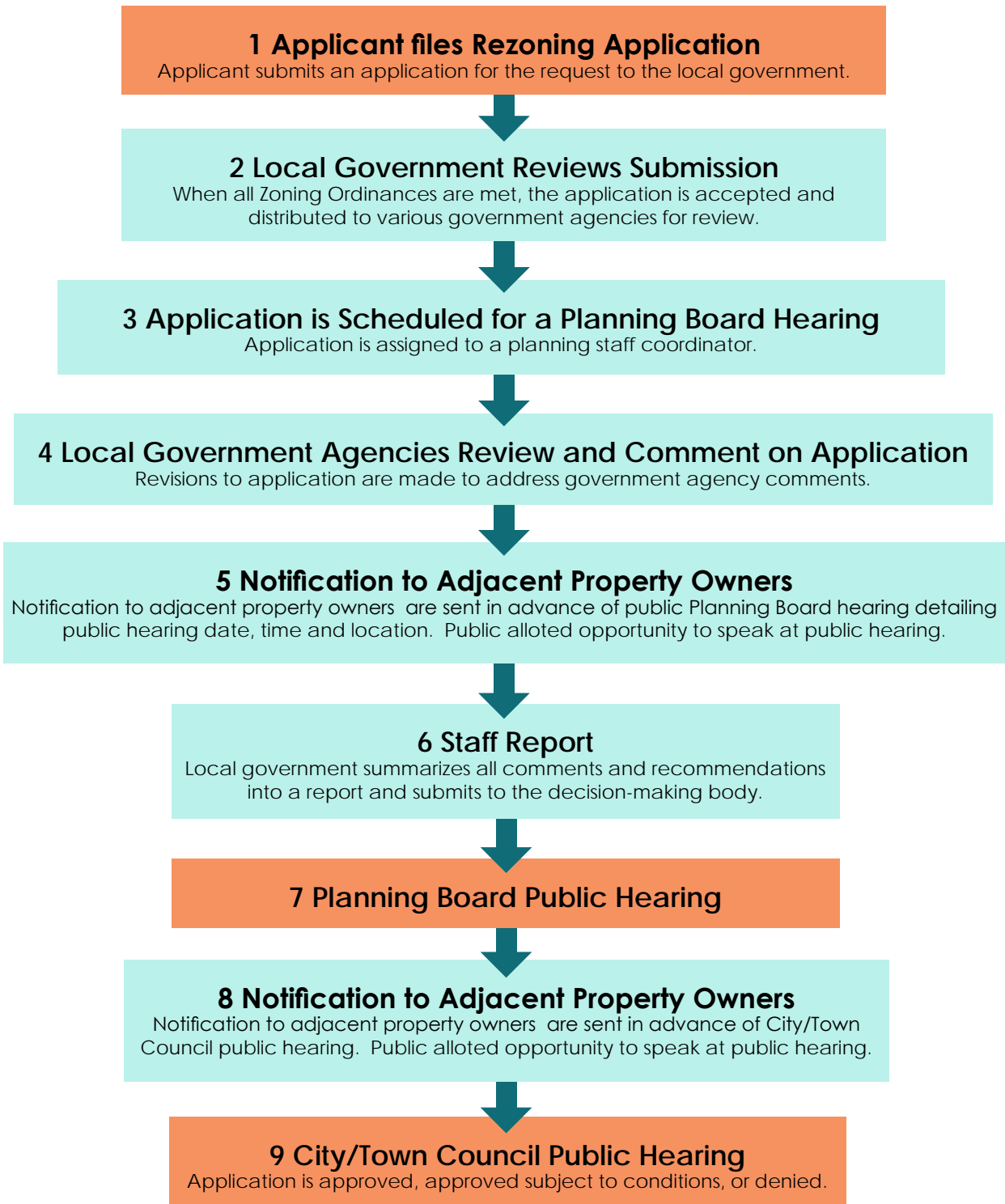
<sup>7</sup> Ibid, page 2.

<sup>8</sup> Ibid, page 103.

# STATE AND LOCAL PLANNING FRAMEWORK

## Example Approval Process for a Rezoning Application

The following diagram depicts the typical steps in the land use process for rezoning applications.



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# STATE AND LOCAL PLANNING FRAMEWORK

## Transportation Plan

A section of the Comprehensive Plan which provides recommendations for expressway, arterial, collector, and local thoroughfares.

## Regional Transportation Plan

Metropolitan planning organizations coordinate regional transportation plans to coordinate and plan transportation networks across jurisdictional boundaries.

## Public Participation

Public participation is encouraged by city and county government. There are opportunities for public participation for all elements of land use regulations including, the development of Comprehensive Plans, zoning ordinances, land use applications, small area studies, and environmental studies.

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# PART 4 MILITARY PLANNING FRAMEWORK

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# MILITARY PLANNING FRAMEWORK

## I. National Defense Planning

### National Security Strategy

The National Security Strategy (NSS) is a report that the President has annually transmitted to Congress since 1987. It was mandated by Section 603 of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 (Public Law 99-433). The President sends the NSS to Congress to communicate the executive branch's national security vision to the legislative branch. The NSS addresses all facets of U.S. power needed to achieve the nation's security goals including the United States' international interests, commitments, objectives, and policies, along with defense capabilities necessary to deter threats and implement U.S. security plans.<sup>1</sup>

### National Defense Strategy

According to the Historian of the Department of Defense, the National Defense Strategy was officially mandated by Congress in Section 941 of the National Defense Authorization Act for FY2017 (Public Law 114-328), and in accordance with the National Security Act of 1947, replacing the Quadrennial Defense Review. The Office of the Secretary of Defense is to prepare and publish the National Defense Strategy every four years. The 2018 National Defense Strategy provides a clear road map for the Department of Defense to meet the challenges posed by a re-emergence of long-term strategic competition with China and Russia. The National Defense Strategy acknowledges an increasingly complex global security environment, characterized by overt challenges to the free and open international order<sup>2</sup>. The [National Defense](#)

[Strategy](#) informs another related document, the National Military Strategy, written by the Joint Chiefs of Staff and signed by its Chairman.

### National Defense Authorization Act

U.S. Congress oversees the Department of Defense budget primarily through two bills: National Defense Authorization Act and defense appropriation bills.

The National Defense Authorization Act annually authorizes appropriations and sets forth policies for the Department of Defense and other programs and activities. It does not provide budget authority, which is provided in subsequent appropriations legislation. The FY2021 bill authorizes appropriations for the Department of Defense for:

- Procurement, including aircraft, weapons and tracked combat vehicles, shipbuilding and conversion, and missiles;
- Research, Development, Test, and Evaluation;
- Operation and Maintenance;
- Working Capital Funds;
- Chemical Agents and Munitions Destruction;
- Drug Interdiction and Counter-Drug Activities;
- Defense Inspector General;
- National Defense Sealift Fund;
- Defense Health Program;
- Armed Forces Retirement Home;
- Space Force;
- Overseas Contingency Operations; and
- Military Construction.

<sup>1</sup> "National Security Strategy," Historical Office of The Secretary of Defense, accessed August 16, 2021, <https://history.defense.gov/Historical-Sources/National-Security-Strategy/>.

<sup>2</sup> "National Defense Strategy," U.S. Department of Defense, accessed August 16, 2021, <https://www.defense.gov/Explore/Spotlight/National-Defense-Strategy/>.

# MILITARY PLANNING FRAMEWORK

The bill also authorizes the FY2021 personnel strengths for active duty and reserve forces and sets forth Policies regarding:

- military personnel;
- acquisition policy and management;
- international programs;
- National Guard and Reserve Force facilities;
- compensation and other personnel benefits;
- health care;
- matters relating to COVID-19 (i.e., coronavirus disease 2019);
- Department of Defense organization and management;
- civilian personnel matters;
- matters relating to foreign nations; and
- strategic programs, space activities, cyber operations, and intelligence matters.<sup>3</sup>

## National Defense Appropriations Act

Annually, the National Defense Authorization Act authorizes [funding levels and provides authorities](#) for U.S. military and other critical defense priorities, ensuring our troops have the training, equipment, and resources they need to carry out their missions. This includes a Defense wide budget and military construction budget.

<sup>3</sup> "H.R. 6395 – William M. (Mac) Thornberry National Defense Authorization Act for Fiscal Year 2021," CONGRESS.GOV, accessed August 16, 2021, <https://www.congress.gov/bills/116th-congress/house-bill/6395>.

## II. Portsmouth Naval Shipyard Installation Planning

### Plans and Programs

One of the largest builders in the world is the United States Department of Defense, which manages millions of acres of land and billions of dollars worth of facilities and infrastructure worldwide. There are 585,000 facilities on more than 4,700 sites worldwide. This expansive footprint of military assets requires master planning for effective operation and to meet mission needs.

Military Master Planning is an analytical process that evaluates present and future physical development of an installation. One of the key resources for this is the Unified Facilities Criteria 2-100-01 Installation Master Planning.

UFC 2-100-01 Installation Master Planning The Unified Facilities Criteria (UFC) system provides planning, design, construction, sustainment, restoration, and modernization criteria for Department of Defense facilities. UFC's provide development regulations comparable to what is found in community zoning ordinances, design guidelines or building codes.

- UFC 2-100-01 Installation Master Planning prescribes that each of the adopted comprehensive strategies listed below be included in an Installation Development Plan (IDP). An IDP provides a road map to achieving a vision for an installation for the next 20 years. It is also referred

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# MILITARY PLANNING FRAMEWORK

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to as a Master Plan. In contrast to the municipal or private sector world, an IDP is comparable to a Comprehensive Plan or General Plan. The IDP prioritizes infrastructure actions and those that directly support the military mission. An IDP is required to be updated every five years. The IDP strategies include:

- Sustainable Planning
- Natural, Historic and Cultural Resources
- Healthy Communities Planning
- Defensible Planning (Anti-Terrorism/Force Protection)
- Capacity Planning
- Area Development Planning
- Network Planning
- Form-based Planning
- Facility Standardization
- Plan Based Programming

## Sustainable Planning

Similar to Comprehensive Plans for a municipality, sustainable planning guides installation development. Planners are to implement key principles such as infill development, sustainable landscape elements and energy and water conservation to create compact and sustainable communities that still meet security and safety requirements.

## Natural, Historic and Cultural Resources Management

Installations have natural, historic, and cultural resources that must be considered in the planning process. Natural resources include threatened and endangered species, wetlands, habitat areas, forests, undisturbed land, and important viewsheds. Historic and cultural resources may include

historic buildings, structures, objects, districts, landscapes, and archaeological sites, as well as sacred sites to Native American tribes. The State Historic Preservation Office is consulted for the historic preservation issues.

Key resource documents for the Natural, Historic and Cultural Resources Management strategy includes the following reports:

- **Integrated Cultural Resource Management Plan (ICRMP)** – A five-year plan that provides for the management of cultural resources including historically designated buildings and sites per Section 106 of the National Historic Preservation Act. Intent is to maximize beneficial effects on such resources while minimizing adverse effects and impacts to the mission of the installation and its tenants.
- **Integrated Natural Resource Management Plan (INRMP)** - The Sikes Act requires many military installations within the United States to develop and implement a comprehensive plan for natural resource conservation and management (e.g., fish and wildlife, forestry, land management, outdoor recreation) on the installation. This conservation plan, known as an Integrated Natural Resource Management Plan, or INRMP, focuses on ecosystem-based management with a goal of managing the natural resources to meet stewardship requirements while supporting, and even enhancing, military operations<sup>4</sup>.

<sup>4</sup> "Integrated Natural Resource Management Plans," U.S. Fish and Aquatic Conservation, accessed August 16, 2021, <https://www.fws.gov/fisheries/military-lands-conservation/integrated-natural-resources-management-plan-INRMPs.html#:~:text=This%20conservation%20plan%2C%20known%20as%20an%20Integrated,while%20supporting%2C%20and%20even%20enhancing%2C%20military%20operations.>

# MILITARY PLANNING FRAMEWORK

## Healthy Community Plan

IDPs contain recommendations for trails and fitness training. Maintenance of regular physical activity and physical fitness is key to military readiness. During IDP visioning sessions and charrettes, key stakeholders to address healthy community planning include representatives from Morale, Welfare, and Recreation.

## Capacity Planning

Capacity planning is a process to determine an installation's maximum development capacity based on conformance to the planning vision, goals, and objectives. Master Plans are to leave room for future requirements, which are defined as the difference between existing conditions and future build-out. Capacity should be shown on Illustrative plans with areas designated for "future potential growth." Future developable areas may be limited due to required environmental remediation or factors such as sea level rise or increases in wetlands as water levels change.

## Defensible Planning

Military installations must be safe and secure in order to operate effectively and efficiently. Two key strategies impact this planning: the Defense Critical Infrastructure Program and antiterrorism design features for military installations and facilities.

## Area Development Planning

An Area Development Plan (ADP) represents a specific area on base that is unified by its function or by its architectural character and provides a detailed plan for future

development in that area. An ADP covers a smaller geographic area with greater detail than an IDP, e.g., a Town Center or airfield area within an installation. The scale of an ADP typically allows for more design and development detail at the area site level. An ADP is comparable to a community Small Area Plan or Neighborhood Plan. An ADP analyzes constraints and opportunities, existing facilities, and program requirements.

## Network Planning

Linkage systems that span ADP district boundaries include installation-wide utility systems, transportation networks, and parks and open space networks. All installation master plans must plan at both the district scale and the installation scale. Network plans are to consider holistic approaches to energy-efficient development and installation-level resilience measures.

## Form Based Planning

Like community form-based zoning ordinances, form-based standards are being promoted as tools to guide development for installations. Form-based standards regulate buildings, including height, street dimensions and landscaping.

## Facility Standardization

Facility standardization is comparable to design guidelines and provides consistency across similar building types within an installation.

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# MILITARY PLANNING FRAMEWORK

## Comparison of Installation Development Plan (IDP) to Community of Municipal Planning (Comprehensive Plan)

Topic	IDP	Comprehensive Plan
Stakeholder Engagement	X	X
Land Use	X	X
Transportation	X	X
Streetscape	X	X
Cost Estimates	X	X
Resilience/Climate Change	X	X
Historic Preservation	X	X
Mission Readiness Impact	X	
Defense Planning (AT/FP)	X	

### Comparison of Plans

The major themes covered for each military installation development plan (IDP) compared to community or municipal planning (Comprehensive Plan) are consistent with a few limited exceptions. The similarities include stakeholder engagement; land use recommendations (however IDP's do not recommend maximum Floor Area Ratio, FAR); transportation (including land, sea, and air) streetscape improvements; cost estimates; resilience/climate change; and historic preservation. Where there are differences are mission readiness impacts. The highest priority for military installation planning is supporting the military mission. Comprehensive Plans may cover the relationship to an installation and the military

mission if they have a military installation within their jurisdiction, but it is not the primary focus. Another difference is defense planning which includes anti-terrorism/force protection. AT/FP setbacks and design standards are integral to "behind the fence planning". AT/FP standards apply to federal buildings "outside the fence" for example, e.g. federal buildings, but it is not a key topic area of a Comprehensive Plan.

### Installation Environmental and Operational Constraint Documents

The following documents, which due to national security concerns are classified as Controlled Unclassified Information (CUI) provide environmental and operational constraint guidance related to an installation.

- Integration Cultural Resource Management Plan
- Integrated Natural Resource Management Plan
- Air Installation Compatible Use Zone (AICUZ)/Noise Management Plan
- Encroachment Action Plan
- Conservation and Stewardship Plans
- Explosive Safety Quantity Distance Arcs
- Geographic Areas of Concern, e.g., Noise, Airspace, Maritime Corridors

### Public-Private Venture Partnership

Public-Private Venture (PPV) partnerships are a collaboration between a government entity and a private sector company used to finance projects such as military housing on or off of an installation. PPVs can also be used for parking, transportation networks, and parks. PPVs provide financing options for projects that might not be otherwise get constructed due to budget constraints.



# MILITARY PLANNING FRAMEWORK

## Intergovernmental Service Agreement (IGSA)

Installations are small cities that provide a variety of services which are very similar to what surrounding cities and towns provide. By utilizing IGSA's, installations can partner with outside agencies to take advantage of high quality services and costs that are often more competitive than what more traditional contracting processes can provide. IGSA's can be a cost saving tool that Navy installations should consider before initiating or extending an existing contract. 10 U.S.C. § 2679 "Installation Support Services: Intergovernmental Support Agreements (IGSA)" authorizes the Secretary of the Navy to enter into a sole source IGSA with a State or local government for installation- support services.

## Enhanced Use Lease

An Enhanced Use Lease (EUL) on a military installation is a lease to a public or private-sector lessee in exchange for rent, paid in cash and/or in-kind, that is at a minimum equal to the property's fair market value. An example EUL on a military installation is for solar fields or solar covers on parking lots.

## Community Compatible Use Plans (formerly Joint Land Use Studies (JLUS))

A Community Compatible Use Plan, formerly referred to as a Joint Land Use Study (JLUS), represents a community-driven, cooperative, and strategic planning process to protect and preserve military readiness and defense capabilities while supporting continued community growth and economic development. The Town of Kittery & Portsmouth Naval Shipyard JLUS was completed in 2020, which represented a cooperative effort among PNS, surrounding

communities, federal agencies, and other interested parties to:

- Seek ways to reduce traffic congestion and transportation safety issues impacting the Town of Kittery, the Shipyard, and the surrounding region overall;
- Promote community development that is supportive of and compatible with military training, testing, and operational missions;
- Seek ways to reduce impacts of the Shipyard on adjacent community lands, residential neighbors, local waterways, Town services, and businesses and residents;
- Increase public awareness of the military mission and contribution to the regional economy; and
- Protect and preserve military readiness and defense capabilities while supporting symbiotic community economic stability and success.

The [Town of Kittery & Portsmouth Naval Shipyard JLUS](#) is available on the Town of Kittery website.

## Military Installation Resilience

Increases in extreme weather events, human-induced hazards, and a global pandemic have shed ample light on risks and vulnerabilities within defense communities. Devastating effects from natural and non-natural disasters have created a rise in billion-dollar disasters impacting communities across the United States, including severe storm, tornado, drought/heatwave, hurricane, and wildfire events. 2020 marked the sixth consecutive year in which the United States experienced 10 or more billion-dollar disaster events.

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# MILITARY PLANNING FRAMEWORK

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Military installations are far from immune to the devastation of these threats, particularly natural hazards. From Hurricane Michael slamming into Tyndall Air Force Base in Florida in October 2018, to the July 2019 earthquake that hit Naval Air Weapons Station China Lake, California, to the growing threat of flooding at Norfolk Naval Shipyard, Virginia. The effects of these disasters will continue to threaten military operations and readiness and do not stop at the gate.

Defense communities are deserving of specific attention because they are essential to supporting military installations that maintain our national security. Defense communities, whether large or small, are part of a larger network of essential operations, services, and infrastructure necessary for military installations to sustain continued military operations and readiness. Congress and the Department of Defense's recent emphasis on supporting military installation resilience presents significant opportunities for defense communities to improve their own resilience while effectively supporting the broader spectrum of military operations and national security.

### Resilience Planning "Inside The Fence"

In recent years, the Department of Defense has placed a growing emphasis on resilience to natural hazards as it relates to impacts on military installations and mission-essential functions. The Department of Defense recognizes the threat that climate hazards pose to our national security and the need for enhanced resilience considerations for military installations. This has led to significant studies and efforts across the military services to better understand the risks they face and what can be done to address them. Many efforts to date have focused on enhancing water and energy resilience, as well as addressing cybersecurity threats.

The military services have some noteworthy resources available to help understand the hazards and impacts climate factors pose to installation operations, infrastructure, and facilities. In accordance with Unified Facilities Criteria (UFC) 2-100-01, Installation Master Planning, and other DoD guidance, Master Development Planners for the Military Services are directed "to consider" climate change in the development of Master Plans and projects. The Navy's Climate Change Installation and Adaptation Resilience Planning Handbook also provides guidance to Navy installation staff, particularly for the element of climate change adaptation involving sea level rise as it stands to impact many Navy bases around the world. The handbook provides the analytical framework, as well as tools and other guidance, to help Navy planners understand how to consider climate change in their plans and projects for installation infrastructure. More specifically, the handbook leads planners through the process of identifying and assessing possible adaptation action alternatives, or methods for adapting to the impacts of climate change. These adaptation measures are intended to improve their installation's resiliency, or capability to anticipate, prepare for, respond to, and recover from significant hazards.

While working with military installations presents an obvious need for sensitivity to classified national security information, their insights are essential in identifying vulnerabilities and needs shared between the community and installation. Working together opens the door for broader, more impactful resilience initiatives and is worth the added layer of consideration that comes with sensitivity to military installation activities that rely on community systems. From the perspective of military installations,

# MILITARY PLANNING FRAMEWORK

expanding resilience considerations outside the fence allows for a more holistic and robust assessment of essential community infrastructure and services needed for maintaining mission-essential functions. From the perspective of the community, working with military installations strengthens the influence and reach associated with their resilience planning and funding needs.

## Climate Change and National Security Resources - Executive Orders, DoD Directives, DoD Instructions

### 2021

[Department of Defense Climate Adaptation Plan](#), US Department of Defense, September 1, 2021.

[DoD Climate Assessment Tool](#), US Department of Defense, April 22, 2021.

[DoD Installation Exposure to Climate Change at Home and Abroad](#), US Department of Defense, April 19, 2021.

[Tackling Climate Crisis at Home and Abroad](#), Executive Order 14008 of January 27, 2021.

[Tackling the Climate Crisis](#), US Department of Defense website.

[Advancing Resilience for Defense Communities – A Planning Framework](#), Association of Defense Communities.

### 2020

[Fiscal Year 2021: Top DoD Management Challenges](#), Inspector General, U.S. Department of Defense, November 2020

[Army Climate Resilience Handbook](#), US Army Corps of Engineers, August 2020

### 2019

[Research To Improve Installation Infrastructure Resiliency Processes, Systems, And Tools](#), "Strategic Environmental Research and Development Program (SERDP)," Department of Defense.

[Climate Adaptation for DoD Natural Resource Managers](#), Office of the Assistant Secretary of Defense (Sustainment), June 3, 2019.

[Climate Resilience: DoD Needs to Assess Risk and Provide Guidance on Use of Climate Projections in Installation Master Plans and Facilities Designs](#). GAO-19-453, June 2019.

### 2017

[Climate Change Planning Handbook: Final Report](#), Naval Facilities Engineering Command, January 2017.

### 2016

[DoD Directive 4715.21: Climate Change Adaptation and Resilience](#). U.S. Department of Defense, 2016.

[Regional Sea Level Scenarios for Coastal Risk Management: Managing the Uncertainty of Future Sea Level Change and Extreme Water Levels for Department of Defense Coastal Sites Worldwide](#), U.S. Department of Defense, 2016.

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# PART 5 EXISTING LINES OF COMMUNICATION

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# EXISTING LINES OF COMMUNICATION, PROTOCOLS, AND PROCEDURES AMONG PNS AND THE SURROUNDING JURISDICTIONS AND STATES

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## Existing Lines of Communication, Protocols, and Procedures Among PNS and Surrounding Jurisdictions and States

Existing lines of communication, protocols, and procedures among PNS and the surrounding jurisdictions and state are depicted in the chart (next page):

## Memorandum of Understanding: Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard Communication and Collaboration Partnership

The purpose of the Memorandum of Understanding for the Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard Communication and Collaboration Partnership (MOU) is to establish parameters to encourage permanent long-term communication and collaboration among all the entities represented on the Joint Land Use Study Implementation Committee. Upon completion of a JLUS, many defense communities across the country have entered into a MOU or Memorandum of Agreement (MOA) with the installation to establish a framework to continue addressing a variety of issues and concerns that may arise over time. This organizational structure is intended to go beyond changes in installation Commanding Officer (C/O) and local leadership. A copy of the MOU is included as Appendix A.

## Stakeholders →

## Existing Lines of Communications, Protocols, and Procedures ↓

Portsmouth Naval Shipyard	Town Of Kittery	City of Portsmouth	City of Dover	Town of Berwick	Town of Eliot	City of Rochester	City of Somersworth	Town of South Berwick	City of Sanford	Town of York	Rockingham Planning Commission	Southern Maine Planning & Development Commission (SMPDC) (part of SPMDc)	Strafford Regional Planning Commission	New Hampshire Department of Transportation	Maine Department of Transportation	Maine Turnpike Authority	Pease Development Authority	Cooperative Alliance Seacoast Transportation (COAST)
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## SAFETY AND EMERGENCY SERVICES

CodeRED Emergency Alert System																		
Mutual Aid Agreement for Police Services, Fire Services, and Public Works Departments among Portsmouth, Kittery and surrounding jurisdictions.																		
PNS collaborates with surrounding jurisdictions regarding safety.																		
Portsmouth Police Department, Portsmouth Fire Department and New Hampshire Department of Homeland Security liaise through the Portsmouth Emergency Management Organization (and EOC command center, as needed)																		
Town of Kittery employs a full-time harbormaster (enforces rules of access to water via boats, docks, floats)																		

## ENVIRONMENTAL - COASTAL RESILIENCY PLANNING

Coastal Resiliency Planning collaboration among local area municipalities and SMPDC.																		
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## UTILITY

Internet, phone, email and backup emergency communications and center command station for energy companies (Eversource for electrical energy, Unitil for gas, Seabrook Nuclear Generating Plant, NH Public Utilities Commission, in coordination with City of Portsmouth Department of Public Works)																		
Agreement pending with Town of Kittery and other seacoast towns to source electricity from solar providers via net energy billing program.																		
Agreement pending with City of Portsmouth and New Hampshire solar providers to source electricity from solar providers via cooperative community power program.																		

## TRANSPORTATION

Portsmouth Public Works interfaces with NH DOT and ME DOT and US DOT for bridge and road projects.																		
Kittery interfaces with PNS on roadway projects.																		
Road capacity and congestion coordination occurs among SMPDC, State Department of Transportation (DOTs), and surrounding communities.																		
Portsmouth Public Works interfaces with PanAM Railways for rail related issues.																		

## PLANNING AND GROWTH + COMMUNICATION AND COLLABORATION

Memorandum of Understanding Southern Maine/Seacoast New Hampshire/ Portsmouth Naval Shipyard Communication and Collaboration Partnership																		
Town of Kittery and Portsmouth Naval Shipyard Joint Land Use Study Implementation Committee - ongoing efforts to implement recommendations from the Kittery + PNS JLUS study																		
Pease Development Authority Board collaborates economic growth for New Hampshire Seacoast Region																		
Ongoing partnership with the Portsmouth Housing Authority and other service providers to provide affordable housing.																		

## CONGRESSIONAL

Portsmouth Principles for Legislative Positions - Guiding Principles for City Testimony before NH General Court																		
PNS briefs congressional staffers on shipyard issues																		





# PART 6 RELEVANT STATE AGENCIES

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# RELEVANT STATE AGENCIES

## MAINE

Departments	Position Title	Contact	Telephone	Email	Website
Maine Department of Environmental Protection	Director of Compliance and Procedures	Kevin Martin	207-287-4305	<a href="mailto:kevin.martin@maine.gov">kevin.martin@maine.gov</a>	<a href="https://www.epa.gov/me">https://www.epa.gov/me</a>
Maine Department of Marine Resources	Director, Fisheries Monitoring	Erin Summers	207-305-6076	<a href="mailto:erin.l.summers@maine.gov">erin.l.summers@maine.gov</a>	<a href="https://www.maine.gov/dmr/">https://www.maine.gov/dmr/</a>

## NEW HAMPSHIRE

Departments	Position Title	Contact	Telephone	Email	Website
Clean Energy New Hampshire	Executive Director	Madeleine Mineua	603-266-4732	<a href="mailto:Madeleine@cleanenergynh.org">Madeleine@cleanenergynh.org</a>	<a href="https://www.cleanenergynh.org">https://www.cleanenergynh.org</a>
New Hampshire Department of Environmental Services	Wetland Specialist	Stepanice M. Giallongo	603-559-1516	<a href="mailto:stefanice.giallongo@des.nh.gov">stefanice.giallongo@des.nh.gov</a>	<a href="https://www.des.nh.gov/">https://www.des.nh.gov/</a>
New Hampshire Homeland Security	Director	Jennifer Harper	603-271-2231	<a href="mailto:jennifer.l.harper@dos.nj.gov">jennifer.l.harper@dos.nj.gov</a>	<a href="https://www.nh.gov/safety/divisions/hsem/">https://www.nh.gov/safety/divisions/hsem/</a>
New Hampshire Public Utilities Commission	Director, Sustainable Energy Division	Karen Crampton	603-271-6012	<a href="mailto:Karen.cramton@puc.nh.gov">Karen.cramton@puc.nh.gov</a>	<a href="https://puc.nh.gov/">https://puc.nh.gov/</a>
New Hampshire Department of Transportation	Director of Operations	Dave Rodrigue	603-271-1484	<a href="mailto:dave.rodrigue@dt.nh.gov">dave.rodrigue@dt.nh.gov</a>	<a href="https://www.dot.nh.gov/">https://www.dot.nh.gov/</a>
State of New Hampshire Energy Management	NH State Energy Manager	Donal Perrin	603-271-7774	<a href="mailto:donald.perrin@nh.gov">donald.perrin@nh.gov</a>	<a href="https://www.nh.gov">https://www.nh.gov</a>

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# APPENDIX A

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# MEMORANDUM OF UNDERSTANDING

## Memorandum of Understanding Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard Communication and Collaboration Partnership

### I. Objective

This Memorandum of Understanding (MOU) sets out the principles that will guide the activities of the Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard Communication and Collaboration Partnership. This Partnership will work to promote communication and collaboration among local governments, Portsmouth Naval Shipyard, state agencies, federal agencies, and community organizations to better coordinate efforts that may include areas such as: military relations; transportation and land use planning; housing; environmental protection; sustainability and resilience; emergency preparedness; data coordination; funding requests (e.g., grant applications); health care coordination; population forecasting; workforce development; education; community development; economic development; and other issues that may arise.

The Partnership provides actionable recommendations to regional, State and federal leaders on initiatives, programs, and topics that strengthen the role that Portsmouth Naval Shipyard plays in America's defense strategy, the economic health and vitality of the region, and the States of Maine and New Hampshire.

### II. Partnership

The following organizations/entities are participating in the Partnership and will work together to achieve its objectives.

Portsmouth Naval Shipyard  
Town of Kittery  
City of Portsmouth  
City of Sanford  
Town of Berwick  
Town of Eliot  
Town of York  
Rockingham Planning Commission  
Southern Maine Planning & Development Commission  
Strafford Regional Planning Commission

Other organizations/entities may join the effort at any time, provided they understand and support the mission and objectives of the Partnership.

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### III. Command Overview

Portsmouth Naval Shipyard commits to coordinate and provide an annual Command Overview Briefing for the Partnership members (and others) which will cover current and upcoming construction projects, and other subjects of interest to the public.

### IV. Meetings

Partnership meetings will be held quarterly (one of which will be the Command Overview).

The Chairperson and responsible party for convening and facilitating the meetings will be the Town of Kittery.

Agendas for the quarterly meeting shall be provided by the Chairperson one calendar week prior to the date of the meeting.

The Chairperson shall also be responsible for ensuring meeting minutes are produced and distributed within two weeks after the date of the meeting.

Individual commitments for members and goals of the Partnership will be tracked in the agendas of each meeting.

The establishment of Working Groups to focus on and support Partnership goals and priorities will not be defined by this MOU.

### V. Resources

Nothing in this MOU shall obligate members to expend financial resources, other monies, or enter into any contracts or other obligations.

### VI. Other

This MOU is an internal agreement and does not confer any rights upon any individual or other entity. This MOU sets forth mutual goals and approaches. This MOU is not intended to create any rights, benefits, or other responsibilities, either substantive or procedural, nor is it enforceable as law or equity by a party against the U.S., its agencies, its officers, or any other person.

Nothing in the MOU shall be interpreted as limiting, superseding, or otherwise affecting the Parties' normal operations or decisions in carrying out their statutory or regulatory duties. This MOU does not limit or restrict members from participating in similar activities or arrangements with other agencies.

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### VII. Amendments to this Memorandum of Understanding

The signatories (or their successors) will review this MOU periodically. Proposed changes will be in writing and shall be subject to approval in any event by the signatories or their successors.

### VIII. Terms and Conditions

This MOU will remain in effect until a majority of the Partnership membership votes to terminate. Any member may terminate its membership in the Partnership by providing written notice to the Partnership of the desired termination date.

### IX. Points of Contact

To facilitate implementation of this MOU, the following individuals shall serve as Points of Contact (POC):

- a) Portsmouth Naval Shipyard:
  - Dee-Ann Schussler
  - Executive Director (Acting)
  - Seavey Island, Kittery, ME 03904
  - Email: [dschussler@navy.mil](mailto:dschussler@navy.mil)
  - Ph: (207) 438-5326
- b) Town of Kittery
  - Kendra Amaral
  - Town Manager
  - 200 Rogers Road
  - Kittery, ME 03904
  - Email: [kamaral@kitteryme.org](mailto:kamaral@kitteryme.org)
  - Ph: (207) 475-1329
- c) City of Portsmouth
  - Karen Conard
  - City Manager
  - 1 Junkins Avenue
  - Portsmouth, NH 03801
  - Email: [kconard@cityofportsmouth.com](mailto:kconard@cityofportsmouth.com)
  - Ph: (603) 610-7201
- d) City of Sanford
  - Steven R. Buck
  - City Manager
  - 919 Main Street
  - Sanford, ME 04073
  - Email: [srbuck@sanfordmaine.org](mailto:srbuck@sanfordmaine.org)
  - Ph: (207) 324-9173
- e) Town of Berwick

3

James Bellissimo  
Town Manager  
11 Sullivan Street  
Berwick, ME 03901  
Email: [townmanager@berwick.org](mailto:townmanager@berwick.org)  
Ph: (207) 698-1101, ext. 111

- f) Town of Eliot
  - Carol Granfield
  - Interim Town Manager
  - Email: [townmanager@eliotme.org](mailto:townmanager@eliotme.org)
  - Ph: (439) 1817, ext. 100
- g) Town of York
  - Steve Burns
  - Town Manager
  - 186 York Street
  - York, ME 03909
  - Email: [sburns@yorkmaine.org](mailto:sburns@yorkmaine.org)
  - Ph: (207) 363-1000, ext. 6021
- h) Rockingham Planning Commission
  - Tim Roache
  - Executive Director
  - 156 Water Street
  - Exeter, NH 03833
  - Email: [troache@therpc.org](mailto:troache@therpc.org)
  - Ph: (603) 658-0518
- i) Southern Maine Planning & Development Commission
  - Paul Schumacher
  - Executive Director
  - 110 Main Street, Suite 1400
  - Saco, ME 04072
  - Email: [pschumacher@smpdc.org](mailto:pschumacher@smpdc.org)
  - Ph: (207) 571-7065
- j) Strafford Regional Planning Commission
  - Jen Cysz
  - Executive Director
  - Email: [jcysz@strafford.org](mailto:jcysz@strafford.org)
  - Ph: (603) 658-0518

### X. IN WITNESS THEREOF

The Parties hereto have caused this MOU to be executed by their duly authorized representatives.

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# MEMORANDUM OF UNDERSTANDING

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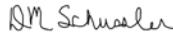
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## Memorandum of Understanding Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard Collaboration and Communication Partnership

SIGNATORY:

PORTSMOUTH NAVAL SHIPYARD



Dee-Ann Schussler, Executive Director (Acting)

Oct 27th, 2021

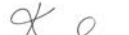
Date

5

## Memorandum of Understanding Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard Communication and Collaboration Partnership

SIGNATORY:

TOWN OF KITTERY



Kendra Amaral, Town Manager

September 27, 2021

Date

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## Memorandum of Understanding Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard Communication and Collaboration Partnership

SIGNATORY:

CITY OF PORTSMOUTH



Karen Conard, City Manager

1/2/2021

Date

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## Memorandum of Understanding Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard Communication and Collaboration Partnership

SIGNATORY:

CITY OF SANFORD

Steven R. Buck

Steven R. Buck, City Manager

Digitally signed by Steven R. Buck  
DN: cn=Steven R. Buck, ou=City of Sanford, Maine,  
ou=Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard,  
email=steven.buck@sanfordmaine.org, c=US

8/26/21

Date

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# MEMORANDUM OF UNDERSTANDING

Memorandum of Understanding  
Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard  
Communication and Collaboration Partnership

SIGNATORY:  
TOWN OF BERWICK

James P. Bellissimo

James Bellissimo, Town Manager

9/8/21

Date

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Memorandum of Understanding  
Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard  
Communication and Collaboration Partnership

SIGNATORY:  
TOWN OF ELIOT

Carol M. Granfield

Carol Granfield, Interim Town Manager

9/14/21

Date

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Memorandum of Understanding  
Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard  
Communication and Collaboration Partnership

SIGNATORY:  
TOWN OF YORK

Stephen H. Burns

Stephen H. Burns, Town Manager

10/19/2021

Date

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Memorandum of Understanding  
Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard  
Communication and Collaboration Partnership

SIGNATORY:  
ROCKINGHAM PLANNING COMMISSION

Timothy M. Roache

Tim Roache, Executive Director

8/30/21

Date

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# MEMORANDUM OF UNDERSTANDING

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## Memorandum of Understanding Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard Communication and Collaboration Partnership

### SIGNATORY:

SOUTHERN MAINE PLANNING & DEVELOPMENT COMMISSION



Paul Schumacher, Executive Director

9/14/21

Date

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## Memorandum of Understanding Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard Communication and Collaboration Partnership

### SIGNATORY:

STRAFFORD REGIONAL PLANNING COMMISSION



Jen Czysz, Executive Director

9/27/2021

Date

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