



TOWN COUNCIL & TOWN MANAGER ANNUAL GOALS 2024

Town Council Goals

Council Conduct

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

Affordability

- Continue to support community conversations around understanding affordable housing and its role in Kittery (3.3, 4.1, 4.2, 8.5)
- Direct funding, where appropriate, to the Housing Fund (4.1, 4.2)
- Consider establishing Housing and Transportation TIFs in key areas of Town
- Support Joint Land Use Study strategies to address affordable housing and expanded transportation options.

Community

- Amend where necessary and appropriate, Town ordinances, policies, and practices to assure fairness, equity, and inclusion for all Kittery residents and visitors. (7.1)
- Support efforts of Traffic and Parking Ad Hoc Committee and adopt Traffic Calming and Parking Management policies (5.4)
- Guide evaluation and funding strategies for the implementation of the Memorial Field Rehabilitation and KCC Master Plan

Climate Resilience

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

Fiscal Responsibility and Town Services

- Adopt a budget that is progressive, responsible, responsive to community expectations and needs (7.4)
 - Encourage the Town Manager's continued assessment of Town needs and the effectiveness of Town service delivery (7.1)
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Town Manager Goals

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

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

Support long term planning and growth management objectives

- Identify programs, grants, and property acquisitions that retain or increase working waterfront access (6.1, 6.2)
- Recommend amendments to the Business Park Zone that reflect the hydrological study, community objectives, and market analysis (3.2, 3.5)
- Evaluate opportunities to establish TIF districts for housing and transportation.

Climate Action

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

Social and Racial Equity and Justice

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

Enhance Financial Stability

- Produce a 2024 budget that seeks to respond to service expectations of the community, and appropriately addresses unmet needs and responds to growing inflation (7.4)
- Propose a budget that sufficiently provides for the public safety needs of the community in the areas of Fire, Police and Dispatch.
- Engage in the upcoming successor collective bargaining agreements with the goal of balancing recruitment and retention of high-quality staff with affordability for the community.

Enhance Municipal Services

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