

Section 5: Implementation Strategy

The policies and strategies set forth in Section 3 and in the Land Use Plan/Open Space Update Section 4 incorporate measures that are intended to help Kennebunk meet its goals for managing growth and development. This section assigns responsibilities for implementing the policies and strategies and provides a general timeframe for doing so.

Section 5: Implementation Strategy

A. Immediate Actions- (to be completed within 12-18 months)

Strategy Section #	Action	Responsibility
A.1.C	Revise Zoning Ordinance to incorporate traditional village design guidelines for growth areas	Planning Board with the 3 Downtown Committees
A.2.A	Revise zoning to make "non" subdivision lots have some allowable density as subdivision lots	Planning Board
A.2.B	Consider implementing building permit cap ordinance in the rural (low growth) areas	Planning Board & Board of Selectmen
A.2.C	Consider developing "cluster" standard for non-subdivision lots	Planning Board
B.1.A	Review/ revise zoning to reduce housing construction costs	Planning Board & Affordable Housing Committee
B.1.B	Provide zoning incentives for encouraging "affordable" infill development	Planning Board & Affordable Housing Committee
B.2.A & B.2.B	Consider adopting an affordable housing % standard and/or developer contribution housing fund	Planning Board & Affordable Housing Committee
B.2.C	Review town owned properties for suitability as possible affordable housing venture	Planning Board & Affordable Housing Committee
C.2.A	Revise Suburban Commercial zoning to eliminate "multi-family" as a permitted use	Planning Board
C.2.C	Investigate & design rear connection road and shared driveways along Portland Rd. and York St.	Economic Development Committee & Planning Board
C.3.C	Infrastructure plans for each of the Villages to include: parking, sidewalks, lighting, landscaping, signage	Town Manager & Downtown Committee Lower Village Committee W.K. Committee
D.1.C	Education and outreach and incentives to landowners regarding habitat protection	Conservation Commission
D.2.A & D.2.B	Develop plans and land use controls which result in avoidance of adverse impacts to natural resources and develop mitigation plan process to address activities that have unavoidable impacts	Planning Board & Conservation Commission
D.2.C	Develop acquisition/ easement priority area(s) list and encourage donations, voluntary protection and enhancement	Open Space Committee & Conservation Commission
D.4.A	Investigate/ incorporate "green building" standards into the siting and construction of public buildings	Town Manager & Board of Selectmen

Strategy Section #	Action	Responsibility
E.1.A	Consider/ evaluate cost/ benefits of extending sewer to Business Park District	Economic Development Committee
E.2.A	Continue working with KKW Water District and multi-towns to protect water supply	Board of Selectmen
E.3.A	Encourage KL&P effort to incorporate Lower Village/ beach in service areas	Board of Selectmen
F.1.C	Submit request to MDOT regarding reclassification of streets as appropriate	Public Works Department
F.1.D	Develop minimum safety standards for the construction of private ways	Planning Board & Fire Dept.
F.2.A	Clarify in subdivision regulations that maintenance of village street character is more important than street widening and realignment	Planning Board
F.3.A	Implement recommendations of Downtown Traffic Study	Town Manager & Public Works Dept.
F.4.B	Implementation of pedestrian and bicycle facilities plan which is consistent with growth area- rural area plan	Board of Selectmen, Public Works Dept. & Capital Improvement Plan process
F.4.C	Examination of on-street parking plan in three villages in order to: provide safe emergency vehicle access and to investigate potential for additional parking	Town Manager, Public Works, Police & Fire Depts.
F.5.A	Implement Portland Road corridor study and consider carrying out traffic management studies of other corridors	Planning Board, Highway Dept, Board of Selectmen
F.6.A	Monitor state and regional reviews of traffic impacts associated with possible CASINO in Sanford	Town Manager, Town Planner & Public Works Director
G.3.A	Complete dry hydrant plan	Fire Dept.
G.3.C	Increase annual C.I.P. amount for new sidewalks and bikeways	Board of Selectmen & Town Manager
G.3.E	Explore feasibility of an impact fee system	Board of Selectmen & Planning Board
H.2.A	Consider adding zoning waivers/ variances for historic rehab. projects	Planning Board & Historic Preservation Commission
I.1.A & I.1.B	Amend applicable town ordinances to incorporate goals & policies of this plan	River Committee & Board of Selectmen
I.1.D	Investigate all options for public access to Kennebunk Harbor	River Committee & Board of Selectmen
J.1.A & J.1.B	Develop open space plan overlay district per open space plan guidelines and incorporate into zoning & subdivision regulations	Open Space Planning Committee & Planning Board
J.2.A thru J.2.D	On-going development of open space and trail network	Open Space Planning Committee & Parks & Rec. Dept.
J.3.A thru J.3.D	Continue efforts regarding high value habitat protection	Conservation Commission & Planning Board
J.4.A & K.1.B	Develop village design standards which retain landscape patterns found in the different villages and which demonstrate higher density can enhance village character	Planning Board with 3 Downtown Committees

B. Short-Term Actions- (to be completed within 3 years)

Strategy Section #	Action	Responsibility
A.2.D	Consider implementing a TDR, a density transfer fee program or a leasing of development rights program	Board of Selectmen & Planning Board
C.1.A	Extension of utilities to fully serve commercial/ industrial areas	Economic Development Committee
C.1.B	Examine possibility of land reclamation to commercial/ industrial areas	Economic Development Committee
C.2.B	Investigate a possible mixed use transition zone between Upper Square and Suburban Commercial	Planning Board
D.1.B	Investigate opportunities to create greenways and corridors between parcels in order to protect high value habitat	Open Space Committee & Conservation Commission
E.1.B	Consider extending sewer/ water service to all growth areas	Board of Selectmen & Utility Districts
E.3.B	Consider putting utilities underground wherever major road improvements are proposed	Board of Selectmen & Public Works Dept.
E.3.C	Evaluate street lighting and recommend energy saving measures where appropriate	Street Light Committee
F.1.A & F.1.B	Revise/ update town's street design standards to support village/ rural design goals	Planning Board & Public Works Director
F.4.A	Work with Kennebunkport on feasibility of transit/ trolley system to relieve congestion in Lower Village & beach	Lower Village Committee & Town Manager
G.2.A & G.2.B	Continue setting up formal mutual aid agreements with abutting towns and explore other possibilities for regional sharing of services and facilities	Town Manager, Board of Selectmen & all Departments
G.3.B	Include sand/ salt storage in C.I.P.	Public Works
G.3.D	Include property surveys of all town lands in 5 year C.I.P.	Board of Selectmen & Town Manager
G.4.A & G.4.B	Incorporate into town's bid process the requirement for energy efficient design & operational economy; Town should have energy audits completed on Town facilities	Board of Selectmen
H.1.A, H.1.B & H.1.C	Develop long term plan for documenting the undocumented historic structures and sites and continue education awareness efforts and provide support/ incentives to protect historic sites.	Historic Preservation Commission
H.2.B & H.2.C	Investigate the possibility of adding sites or areas to the Historic Overlay District	Historic Preservation Commission
J.4.B	Develop "gateway" designs for the major entry-ways to the Town	3 Downtown Committee(s)
K.1.A	Expand Village Residential zone boundaries to incorporate the designated growth area extensions	Planning Board

C. Long Term (To be completed within 5 years)

Strategy Section #	Action	Responsibility
I.1.E	Negotiate for purchase of and/ or easement over Monastery Property	Board of Selectmen & Town Manager [Land Trust?]

Section 5: Implementation Strategy – (Additional Local Economy Strategies added 06/08/2010)

A. Immediate Actions- (to be completed within 12-18 months)

Strategy Section #	Action	Responsibility
C.4. A.	Investigate financial options and business support services to support and retain local business. i.e. import substitution program, business visitation program, a resource guide and building a small business and business workshops and seminars	EDC, Town, Finance Director, Town Manager
C.4. B	Investigate possibility of expanding the definition of “home occupation” to provide greater flexibility to new business start-ups	Planning Board and CEO
C. 8. A	Encourage appropriate town committees to tour and interview key sector companies in Town in order to retain their business	KEDC, EDC, Town Manager
C. 6. B	Encourage Village Committee(s) to investigate alternatives to traditional retail, i.e. street vendors, cooperatives, farmers and craft markets	EDC, Local Arts community, Town Clerk, the three Village Committees
C. 6. G	Consider utilizing a portion of the TIF Funds for pedestrian and senior friendly improvements, creating public spaces and streetscape beautification in the three downtowns	Town Manager, Finance Director, Planning Board, Board of Selectmen, Tree Committee and three Village Committees

B. Short-Term Actions- (to be completed within 3 years)

Strategy Section #	Action	Responsibility
C.6. A	Collaborate with building owners to devise strategies and incentives that increase retail activity	EDC, Town, and the three Village Committees
C. 6. E	Town should encourage the Affordable Housing Committee to evaluate existing buildings in the downtown and create a building by building strategy that results in affordable housing on the upper floors.	Planning Board, Code Enforcement, Affordable Housing Committee, Fire Dept.
C. 7. A	Investigate possible changes to parking standards which support business relocation and expansion	Planning Board
C.7. B	Encourage bike lanes, bus routes, safe sidewalks, pedestrian interconnectivity; and mid-block parking locations to reduce the need for parking	Planning Board, all three Village Committees, Public Works and Recreation Department
C.7. C	Town should consider adding mixed residential / commercial use provisions in the Suburban Commercial and Business Park district standards.	Planning Board

C. 7. D	Investigate rezoning the Industrial District on Factory Pasture Lane to encourage office park development	EDC, Planning Board
C. 7. E	Investigate increasing height limits for business or office parks.	Planning Board,, Codes & Fire Dept.
C. 7. F	Consider duplicating the Downtown District space and bulk standards and parking standards in the Suburban Commercial District .	Planning Board
C. 7. G	Investigate possibility of creating higher density for the Town's Commercial Growth Areas.	Planning Board, all three Village Committees, Public Utilities serving area(s)
C. 7. H	Investigate the use of "form based zoning" along Route One corridor	EDC & Planning Board

C. Long Term (To be completed within 5 years)

Strategy Section #	Action	Responsibility
C. 5 . A	Investigate possible areas where post high school educational services should be encouraged i.e. distance learning, private vocational schools, and satellite campuses, clerical	EDC, Kennebunk Adult Education, High School
C. 5 . B	Encourage veteran educators, job trainers, employment specialists and local officials to work collaboratively with the Kennebunk Adult Education to develop working partnerships with large employers and temporary employment agencies.	EDC, Town, School Board, High School, Kennebunk Adult Education, local employment agencies
C. 6 . C	Explore potential of municipal ownership, storage and leasing of capital equipment for use by restaurants and retail in lease-to-own program	KEDC, EDC, Kennebunk Adult Ed, Biddeford Regional Center of Technology, Town Manager and Finance Director
C. 6. D	Support/ Encourage Chamber of Commerce in its business marketing and promotion efforts.	KEDC, EDC, Town, All three Village Committees and Chamber of Commerce
C. 6. F	Study the feasibility of providing a free wireless zone (WI-FI) in downtown.	EDC, Town, Free Library, IT Department
C. 8. B	Investigate feasibility of creating an incubator building and shared use commercial kitchen for specialty food businesses in Town.	EDC, Town Manager, CEO
C.8. C	Investigate possibility of creating a synergy in food industry between different food related businesses; with vocational schooling/ teaching culinary arts, appliance repair, commercial test kitchen, business equipment leasing program, more restaurants	EDC, Finance Director, Planning Board, the local Arts community and all three Village Committees
C.8 .D	Consider establishing a "Creative Task Force" of artists and supporters whose mission is to promote Kennebunk as a Center for the Arts and encourage various art forms like: visual arts, sculpture, music, performing arts, art schools and related businesses.	EDC, Planning Board, the local Arts and business community, and all three Village Committees
C. 8. E	Consider Market Branding for the town	EDC, Arts Task Force