

## **Section 3: Goals/Policies/Strategies**

### **C. Local Economy**

*State Goal: To promote an economic climate that increases job opportunities and overall economic well-being.*

#### *Local Goal(s):*

*To preserve and expand the base of nonpolluting manufacturing, distribution, and research and development activity in Kennebunk.*

*To assure a supply of industrially zoned land that is on or near public utilities and that has a good access to the regional transportation system, particularly the Maine Turnpike.*

*To support tourism as a vital part of the local economy, but manage it such that it enhances the Town's historic, architectural and scenic features and does not compromise the qualities which make Kennebunk unique.*

*To support the local arts community and promote the town as a center for cultural, social and educational programs.*

*To diversify the local economy.*

*To maintain and actively foster Downtown Kennebunk, the Lower Village and West Kennebunk Village as vital commercial areas, and to preserve their traditional village pattern of development.*

*To maintain and actively foster small scale, neighborhood oriented commercial uses in Downtown Kennebunk, the Lower Village and West Kennebunk Village.*

*To support home occupations as a rational form of land use provided they do not cause nuisances in the neighborhoods or alter the residential character of neighborhoods.*

#### *Policies & Strategies*

*Policy 1: Examine the present boundaries of the Commercial and Industrial Zoning Districts to determine whether those areas could be expanded to accommodate business growth.*

Strategy 1-A: Propose the extension of utilities (water/sewer/power) to fully serve all the commercial and industrial areas and turnpike access when appropriate.

Strategy 1-B: Examine the possibility of land reclamation (i.e. gravel pit reclamation) as a means of better utilizing land in these zones.

***Policy 2: Examine the current land use standards in the commercial and industrial areas to recommend possible changes which could allow for greater infill and business expansion with an eye toward minimizing curb cuts on Rt. 1.***

**Strategy 2-A:**

Investigate possible zoning changes which will encourage mixed commercial/ residential use of buildings and sites in commercial areas. Investigate changes to industrial and business park districts that would permit a greater variety of business uses.

**Strategy 2-B:** Investigate possibility of creating a mixed Commercial and Residential-Transitional Zone- between the Upper Square and Suburban Commercial Zone along Rt. 1 north.

**Strategy 2-C:** Investigate and design shared driveways and rear connection(s) between uses on Portland Road and on York Street in order to aid both the property owners and the Town in addressing traffic management along the Route 1 corridor.

**Strategy 2-D:** Every effort should be made to develop and apply design standards to all commercial and industrial areas which are sensitive to and enhance community character and livability including standards which promote aesthetic building design, reduce the number of curb cuts, improve the design of parking lots and provide pedestrian friendly standards for all commercial areas.

***Policy 3: The viability of tourism is central to Kennebunk's economic health and the impacts of this industry are considered acceptable and manageable provided:***

**Strategy 3-A:** Develop and apply traditional village type design standards to the downtown areas in order to retain and enhance the historic character of those areas.

**Strategy 3-B:** Destination, specialty and pedestrian-oriented types of activities are favored over high-volume, transient and auto-oriented types of activities

**Strategy 3-C:** The Town should provide and/or cooperate with local businesses to provide and maintain infrastructure to support commercial activity in the villages, including parking, sidewalks, lighting, landscaping, rest rooms and support for alternative travel modes.

***Policy 4: The town should investigate opportunities to support, retain and help grow local businesses and help prevent local businesses from departing/closing; to help increase sales of locally produced products; and to retain and circulate existing dollars within the local economy***

**Strategy 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 to starting and building a small business, and business workshops and seminars

**Strategy 4-B:** Investigate possibility of expanding the definition of "home occupation" to provide greater flexibility to new business start-ups

***Policy 5: Explore possibility of capturing a segment of the educational services sector and expanding the town's current adult educational offerings***

Strategy 5-A: Investigate possible areas where post high school educational services should be encouraged i.e. distance learning, private vocational schools, satellite campuses clerical training and;

Strategy 5-B: Encourage veteran educators, job trainers, employment specialists and local officials to work collaboratively with Kennebunk Adult Education to develop working partnerships with large employers and temporary employment agencies.

***Policy 6: To support businesses and increase the diversity of land uses so they remain vibrant after business hours***

Strategy 6-A: Collaborate with building owners to devise strategies and incentives that increase retail activity and nightlife in the downtown in order to recruit a variety of businesses.

Strategy 6-B: Encourage Village Committee(s) to investigate alternatives to traditional retail, i.e. street vendors, cooperatives, farmers and craft markets.

Strategy 6-C: Explore potential of municipal ownership, storage and leasing of capital equipment for use by restaurants and retail in lease-to-own program.

Strategy 6-D: Encourage Chamber of Commerce and all other business promotional groups in their business marketing, and promotion efforts.

Strategy 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 dwelling units on the upper floors.

Strategy 6-F: Study the feasibility of providing a free wireless zone (WI-FI) in downtown.

Strategy 6-G: Consider utilizing a portion of TIF Funds for pedestrian and senior friendly improvements, creating public spaces, and streetscape beautification in the three downtowns.

***Policy 7: Investigate zoning ordinance amendments aimed at encouraging greater business development and which increase land use efficiencies***

Strategy 7-A: Investigate parking standards to support business relocation and expansion .

Strategy 7- B: Encourage bike lanes, bus routes, safe sidewalks, pedestrian interconnectivity; and mid-block parking locations to reduce need for parking .

Strategy 7- C: Town should consider adding mixed residential / commercial use provisions in the Suburban Commercial and Business Park district standards.

Strategy 7- D: Investigate rezoning the Industrial District on Factory Pasture Lane to encourage office park development .

Strategy 7- E: Consider increasing the height limits for businesses or office parks.

Strategy 7- F: Consider duplicating the Downtown District space and bulk standards and parking standards in the Suburban Commercial District .

Strategy 7-G: Investigate possibility of creating higher density for the Town's Commercial Growth Areas.

Strategy 7-H: Investigate the use of "form-based zoning" along Route One corridor.

***Policy 8: To preserve existing jobs; increase new jobs in the economy's growth sectors; and develop synergies between businesses and sectors of businesses***

Strategy 8-A: Encourage appropriate town committees to tour and interview key sector companies in Town in order to retain their business.

Strategy 8-B: Investigate the feasibility of creating an incubator building and shared use commercial kitchen for specialty food businesses in Town.

Strategy 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.

Strategy 8-D: Consider establishing a "Creative Task Force" of artists and supporters who promote Kennebunk as a Center for the Arts and encourage various art forms like: visual arts, sculpture, music, performing arts, art schools and art support businesses.

Strategy 8-E: Consider market branding the town in order to promote the town's artistic community and reinforce other related events and activities i.e. downtown shows, exhibits, performances, etc.