WHAT IS A JLUS?

The Town of Kittery and Portsmouth Naval Shipyard Joint Land Use Study (JLUS) represents 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 (PNSY) 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.

Extensive public outreach and engagement occurred throughout the JLUS planning process. The JLUS Policy Committee and JLUS Working Group helped facilitate the JLUS planning process and development of the document. Each committee, together with affected stakeholders, participated directly with the project team to provide technical assistance, feedback, and decision-making.

A series of 24 Compatibility Factors were evaluated to identify and address issues that may have an adverse impact upon continued military operations at PNSY, or upon community growth and economic development throughout the region. 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. While comprehensive, these recommendations should be considered a starting point for future studies, grant applications, and implementation actions to come.

The Town of Kittery and SMPDC sponsored the JLUS with funding support from the Department of Defense (DoD) Office of Economic Adjustment. The JLUS was created by the community and for the community.
Five communities, three regional planning commissions, and several local, regional, and state organizations and agencies were active partners working with the Portsmouth Naval Shipyard and Town of Kittery on the collaborative planning effort:

**Policy Committee Members**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position or Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAPT. DANIEL ETTLICH</td>
<td>Commander, PNSY</td>
</tr>
<tr>
<td>CAPTAIN DAVID HUNT</td>
<td>Former Commander, PNSY</td>
</tr>
<tr>
<td>KURTIS KRUG</td>
<td>Executive Officer, PNSY</td>
</tr>
<tr>
<td>TREVOR THAYER</td>
<td>Executive Director, PNSY</td>
</tr>
<tr>
<td>JEN BRICKETT</td>
<td>Regional Planner, MaineDOT</td>
</tr>
<tr>
<td>DANA LEE</td>
<td>Town Manager, Eliot</td>
</tr>
<tr>
<td>STEVE BURNS</td>
<td>Town Manager, York</td>
</tr>
<tr>
<td>LUCY ST. JOHN</td>
<td>Senior Planner, New Hampshire DOT</td>
</tr>
<tr>
<td>DEANE RYKERSON</td>
<td>State Representative</td>
</tr>
<tr>
<td>JOHN BOHENKO</td>
<td>City Manager, Portsmouth</td>
</tr>
<tr>
<td>PETER STITH</td>
<td>Principal Planner, City of Portsmouth</td>
</tr>
<tr>
<td>STEVE BUCK</td>
<td>City Manager, Sanford</td>
</tr>
<tr>
<td>JIM NIMON</td>
<td>Director, Sanford Economic Growth Council</td>
</tr>
<tr>
<td>MARK LAWRENCE</td>
<td>Maine State Senator</td>
</tr>
<tr>
<td>TIM ROACHE</td>
<td>Executive Director, Rockingham Planning Commission</td>
</tr>
<tr>
<td>JEN CZYSZE</td>
<td>Executive Director, Strafford Regional Planning Commission</td>
</tr>
<tr>
<td>PAM TRINWARD</td>
<td>Congresswomen Pingree’s Office</td>
</tr>
<tr>
<td>MARGIT MYERS</td>
<td>DOD Office of Economic Adjustment</td>
</tr>
<tr>
<td>KENDRA AMARAL</td>
<td>Town Manager, Kittery</td>
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**Working Group Members**

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<tr>
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<tbody>
<tr>
<td>JACKIE JOHNSTON</td>
<td>Community Liaison, PNSY</td>
</tr>
<tr>
<td>ADAM CAUSEY</td>
<td>Director of Planning &amp; Development, Town of Kittery</td>
</tr>
<tr>
<td>PAUL SCHUMACHER</td>
<td>Souther Maine Planning and Development Commission</td>
</tr>
<tr>
<td>REBECCA GROVER</td>
<td>GoMaine Director/ Maine Turnpike Authority</td>
</tr>
<tr>
<td>DAVE WALKER</td>
<td>Assistant Director, Rockingham Planning Commission</td>
</tr>
<tr>
<td>SCOTT BOGLE</td>
<td>Senior Transportation Planner, Rockingham Planning Commission</td>
</tr>
<tr>
<td>COLIN LENZ</td>
<td>Senior Transportation Planner, Strafford Reg’l Planning Commission</td>
</tr>
<tr>
<td>CHRIS MANN</td>
<td>PNSY - Naval Facilities Engineering Command (NAVFAC)</td>
</tr>
<tr>
<td>SAMUEL SCOTT</td>
<td></td>
</tr>
<tr>
<td>BOB CURRIE</td>
<td>Transportation Director, YCCAC</td>
</tr>
<tr>
<td>DOT MORIN</td>
<td>Assistant Transportation Director, YCCAC</td>
</tr>
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<td>DOUGLAS GREENE</td>
<td>Town Planner, Eliot</td>
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<td>DYLAN SMITH</td>
<td>Town Planner, York</td>
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<tr>
<td>RAD NICHOLS</td>
<td>Director, COAST</td>
</tr>
<tr>
<td>MICHAEL WILLIAMS</td>
<td>Director of Operations, COAST</td>
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<tr>
<td>BETH DELLA VALLE</td>
<td>Director of Planning and Development, Sanford</td>
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**Other Interested Parties**

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<tr>
<th>Name</th>
<th>Position or Role</th>
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<tbody>
<tr>
<td>BONNIE POTHIER</td>
<td>Senator King’s Office</td>
</tr>
<tr>
<td>ALEX PELCZAR</td>
<td>Senator Collin’s Office</td>
</tr>
<tr>
<td>DANNA EDDY</td>
<td>Congressional and Public Affairs Officer, PNSY</td>
</tr>
<tr>
<td>GARY HILDRETH</td>
<td>Assistant Public Affairs Officer, PNSY</td>
</tr>
<tr>
<td>KRISTOPHER TEIRNAN</td>
<td>PNSY- Naval Facilities Engineering Command (NAVFAC)</td>
</tr>
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**Town of Kittery and Portsmouth Naval Shipyard Joint Land Use Study**

This study was prepared under contract with the Town of Kittery, Maine, with financial support from the Office of Economic Adjustment, Department of Defense. The content does not necessarily reflect the views of the Office of Economic Adjustment.
The JLUS process is designed to create a locally relevant document that builds consensus and obtains support from the various stakeholders involved. It becomes a roadmap for future studies, grant applications, and implementation actions. To achieve the JLUS goals and objectives, the process included a public outreach program with a variety of participation opportunities for interested and affected parties.

Two committees, comprised of municipal, regional, state, and federal representatives guided the development of the JLUS:

- A **Policy Committee** provided overall guidance and approval, meeting quarterly through 2019.

- A **Working Group** comprised of technical staff from each policy member organization met regularly throughout the course of the study to guide data collection, review findings, deliberate strategies, and review materials shared with the policy committee and the public.

From the beginning of the study, local and regional stakeholders were engaged to inform their constituents about the JLUS and involve them in understanding, addressing, and resolving the most important issues. Stakeholders include individuals, groups, organizations, and governmental entities interested in, affected by, or affecting the outcome of the JLUS findings and recommendations.

### WHO WE SPOKE TO

#### COMMITTEES
- Policy Committee
- Working Group

#### STAKEHOLDERS
- Local Jurisdictions (counties and cities)
- Department of Defense (DOD) officials (including Office of Economic Adjustment representatives)
- Portsmouth Naval Shipyard
- Local, regional, and state planning agencies
- Local, regional, and state transportation agencies
- Local, regional, and state government representatives
- Military organizations
- Non-governmental organizations
- The general public (including residents and landowners)

### HOW WE COMMUNICATED

#### MEETINGS
- Targeted roundtables
  - Transportation
  - Regional Governance
  - Planning
  - Kittery neighbors
- Stakeholder interviews
- Public open houses
- Shipyard visit

#### OTHER METHODS
- Project updates and fact sheets
- Project website
- Media articles
- Surveys
DRAFT  Executive Summary

THE INSTALLATION
PNSY has been in operation since 1800 at its location 50 miles north of Boston. It is situated on Seavey Island in southeastern Maine on the Piscataqua River, bounded to the north by the Town of Kittery and to the south by the City of Portsmouth, New Hampshire. The installation is accessed by water from the Atlantic Ocean and by land via one of only two gate/checkpoint bridges landing in Kittery’s Foreside neighborhood. The installation comprises 297 acres, including the main island, the two access checkpoints (Gate 1 and Gate 2), and housing both on (26 units) and off-site (approximately 200 units) located in Kittery.

The shipyard employs more than 7,000 full-time workers, in addition to approximately 2,000 contractors.

JLUS STUDY AREA
The study area includes all land near the shipyard that may impact current or future military operations, or be impacted by activities within the Town of Kittery and the region at large. While this includes the greater region from which workers commute on a daily basis, the town of Kittery and communities nearest to the PNSY are of primary focus, with a focused sub-area for more detailed analysis defined by the Route 1 roundabout (Memorial Circle) to the north of PNSY, the Maine Turnpike (I-95) to the west, downtown Portsmouth to the south, and Spruce Creek to the east.

PNSY workers live in more than 60 cities, towns, and communities in the greater region.
PNSY’s location presents both challenges and opportunities in transportation choices
Between 2010 and 2017, populations have increased in most towns in the region surrounding PNSY, with Kittery, York and Portsmouth growing between 2-6%. The population of Kittery in 2018 was approximately 9,500.

Towns further west from PNSY have -- and are expected to continue to see -- the highest growth in the next 15 years. From 2010-2017, towns such as Eliot and Wells grew between 6 and 14%. These inland communities are not along the region’s major highway and transit corridors.

The growth in housing cost is arguably the largest contributor to regional congestion impacts from the PNSY. While the majority of PNSY workers once lived within walking distance, Kittery housing prices today are not affordable for over 70% of its residents. Less than 7% of shipyard workers live in Kittery today, with thousands pushed to inland towns with lower housing costs, such as Sanford, Berwick and Rochester, NH.

Nearest its two gates, shipyard traffic makes up the vast majority of cars in both the AM and PM peak periods on streets within the Town of Kittery, like Walker Street, Government Street, and Shapleigh Road. Outside Kittery, PNSY traffic is a notable portion of regional traffic on some roadways, particularly Rt. 236, though shipyard workers travel an hour or more before the peak hour of other regional traffic.
PNSY workers drive alone **10-15% less** than people in the surrounding region of Rockingham County, NH and York County, ME.

Nonetheless, the convenience of driving—especially given the dispersed supply of housing that workers can afford—makes the use of other modes somewhat limited. Transit routes to the shipyard are well-utilized, but insufficient transit coverage exists to capture more workers.

In 2018, PNSY generated the largest single economic impact in southern Maine at $882.6 million, of which 62% is civilian payroll. Approximately 10% of the Town of Kittery’s workforce is employed by PNSY. Additional impact comes from spending at Kittery business by military personnel and civilian jobs supporting the shipyard.

Finding skilled workers has been a growing problem for the PNSY due to two primary trends. First, attractive high-technology employment options have grown outside of Maine, with young workers drawn to growing jobs centers like Boston and many other cities around the country. Second, local housing costs have grown dramatically, making many young workers leave the region for lower-cost parts of the country where similar or greater pay is possible.

In an attempt to diversify the local job base, the Town has initiated efforts to promote business diversification through its primary economic development areas.
Compatibility, as it relates to military readiness, can be defined as the balance or compromise between community needs and interests and military needs and interests. A number of factors assist in determining whether community and military plans, programs, and activities are compatible or in conflict with each other. For the JLUS, 24 compatibility factors were analyzed, and a core set of 10 key issues.

The goal of compatibility planning is to promote an environment where both community and military entities communicate, coordinate, and implement mutually supportive actions that allow both to achieve their respective objectives.
The objectives of the PNSY, Town of Kittery and Southern Maine Planning and Development Commission are an important consideration as all partners of the JLUS look for opportunities to synchronize their efforts for the long-term benefit of the region.

**PNSY MISSION**
We are Portsmouth. Together we are honor bound to support and defend the Constitution of the United States. We do so proudly by maintaining, repairing and modernizing our Navy’s submarines so that they can go in harm’s way, defeat our enemies in war and return their crews home safely.

**PNSY VISION**
People love to work at Portsmouth. Their passion, dedication, innovation and unified effort ensure we will always be the Navy’s Center of Excellence for submarine maintenance.

**PNSY VALUES**
We define Portsmouth every day through our service. With this service comes great responsibility; to our families, 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.

**VISION FOR KITTERY FORESIDE NEIGHBORHOOD**
(Kittery 2015-2025 Comprehensive Plan)

The Foreside is a thriving, historic neighborhood that includes Maine’s earliest working waterfront. We envision a future for the Foreside that benefits the entire town by:

- Maintaining the historic, working-class character and scale of the Foreside;
- Preserving Foreside building stock by adopting a preference for creative or adaptive reuse of existing buildings;
- Ensuring the availability of integrated workforce housing in the Foreside;
- Encouraging walking and biking in the Foreside;
- Preserving the Foreside’s working waterfront; and
- Protecting and expanding green space in the Foreside

**VISION FOR SOUTHERN MAINE PLANNING AND DEVELOPMENT COMMISSION**

The purpose of SMPDC is to strengthen local municipal self-government while combining total resources for meeting regional challenges beyond individual capacities; to serve as a mutual forum to identify, study, and bring into focus regional challenges and opportunities; provide organizational support to enable communication and coordination among governments and agencies concerned with regional issues and opportunities; to act as an advocate where membership directs; and to exercise such powers as the member municipalities may delegate.
Military installations and agencies that oversee their jurisdictions should maintain open lines of communication for shared issues. PNSY and the Town of Kittery have informal communication channels established.

Population growth and increased recreational activity near installations can lead to safety issues. PNSY has strong and defined boundaries both on land and in water for the protection of both parties, ensuring ongoing compatibility.

Federal, state, or local laws and regulations may have impact on installation’s ability to conduct missions because of development limitations. This is not applicable to PNSY and the Town of Kittery.

The presence of cultural resources (including Native American resources) may prevent or restrict military development. However, no applicable resources have been identified within the JLUS study area.
## SUMMARY OF RECOMMENDED STRATEGIES

### REGIONAL COORDINATION ISSUES

#### CATALYTIC STRATEGY
- Maximize Partnership Opportunities to Attract Funding — Regions that work collaboratively attract greater state and Federal assistance.

#### SUPPORTING STRATEGIES
- Increase Participation at Regional Committees and Board Meetings
- Initiate Quarterly Meetings between Regional Planning Commissions (RPC’s)

### COMMUNICATION ISSUES

#### CATALYTIC STRATEGY
- Develop PNSY- Town of Kittery Communications Plan
  Formulating the good lines of communications that exist today preserves them for the future.

#### SUPPORTING STRATEGIES
- Maximize Opportunities to Engage the Public Through Social Media
- Form A Reverse-911 Procedure

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Preserving regional communications platforms for the future is essential.

Members of both JLUS committees should continue their coordination.
NATURAL RESOURCE ANALYSIS RESULTS AND RECOMMENDATIONS

SUMMARY OF COMPATIBILITY ANALYSIS RESULTS

SCARCE NATURAL RESOURCES
Valuable natural resources (oil, natural gas, minerals, water) which may be located on military installations can impact land utilization and military operations. There are no identified resources on land dedicated to PNSY.

RESILIENCE
Sea level rise and other events resulting from climate fluctuations may present operational and planning challenges. Various studies show that there may be existing vulnerable areas that require further mitigation efforts.

THREATENED SPECIES
Threatened species and their habitats may require special development considerations for PNSY. There are currently adequate procedures in place for protection of species that may be impacted by PNSY activity.

MARINE ENVIRONMENT
Regulatory or permit requirements protecting marine and ocean wildlife may impact the military’s ability to conduct water-based operations, training exercises, or testing. No current issues have been raised that impact PNSY’s capabilities.

LAND/AIR/SEA SPACES
Adequate supply is necessary for the military to accomplish effective training, testing and operational missions. Current PNSY land constraints have resulted in the pursuit of off-base development, as needed. On-base development is planned efficiently as possible.

AIR QUALITY
To achieve operations safely, air quality with the lowest level of pollutants possible (as Federally and State-regulated) is required. Current conditions do not pose a threat to operations or to the health of PNSY and the public.

WATER QUALITY + QUANTITY
Adequate supply of good quality water should be available for use by the installation and surrounding communities as the area develops. There are currently very limited freshwater resources in the Town of Kittery, which PNSY is also reliant upon. Additional long-term measures to secure water supply should be explored.

NATURAL FEATURES
The likeliness of natural events, such as floods, may require special development considerations and should be included early in the planning process. There are currently procedures in place for PNSY facilities that may be vulnerable.
<table>
<thead>
<tr>
<th>CATALYTIC STRATEGY</th>
<th>SUPPORTING STRATEGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Explore Community - Military Resilience Partnership While Climate Forecasts May Vary, Any Unanticipated Flooding Can be Costly to PNSY and the Region.</td>
<td>• Ensure Compatibility of Alternative Energy Projects</td>
</tr>
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As a waterfront installation, PNSY has regularly dealt with potential flooding, but extreme events pose greater challenges.

Off-shore wind projects projects can provide needed renewable energy, but military operations must be understood during planning.
DEVELOPMENT RELATED RESULTS AND RECOMMENDATIONS

SUMMARY OF COMPATIBILITY ANALYSIS RESULTS

LAND USE
Federa!-owned land is not subject to local zoning or land development regulations, but adjacent land uses may impact continued military operations or pose a public safety issue. There are no existing incompatibilities with adjacent lands in Kittery. However the limited land available to PNSY for any expansion to accommodate future operations may impact its overall mission.

LIGHT + GLARE
Light sources on or adjacent to the installation may impact installation neighbors or certain installation. Thanks to open lines of communication over the years, any negative lighting impacts have been immediately corrected.

LOCAL HOUSING AVAILABILITY
Adequate housing supply in a variety of options and prices is essential to support the growing PNSY workforce. Housing should be available near the installation, when possible. There is significant disparity between available supply in Kittery and what workers are able to afford. A number of solutions should be investigated.

ENERGY DEVELOPMENT
Energy developments from oil/gas, solar, wind, geothermal and/or biofuels could pose compatibility issues related to vertical obstructions or water quality/quantity. No definitive energy developments with potential impact on PNSY have been identified.

SPECTRUM INTERFERENCE
Frequency capacity is critical for maintaining existing/future missions. Electronic signals can be impeded by structures, or objects, or competing frequencies. No sources which could cause potential interference have been identified in the area surrounding PNSY.

DUST/SMOKE/STEAM
If sufficient in quantity, emissions may reduce visibility during flight operations or cause equipment damage (including from artillery exercises or industrial activities). There are no known activities or facilities at or near PNSY which may cause a compatibility issue.

NOISE + VIBRATION
Noise generated from operations on PNSY as well as from its traffic may have impact on people in adjacent areas of the community as well as animals. PNSY generates varying levels of noise and vibration; however measures are in place to help mitigate their impact, and open lines of communication between PNSY and the Town of Kittery are kept to address any issues.

SAFETY ZONES
Areas which support PNSY activities that may pose higher risks to public safety (both on land and in water) should be restricted to development. For PNSY’s island location, water safety zones are defined as well as procedures to maintain security and public safety.

ANTI-TERRORISM/FORCE PROTECTION
PNSY personnel, facilities and it’s secure information require protection from outside threats, ranging from cyber-threats to protection during external emergency events to encroachment of PNSY boundaries through development. PNSY indicates no existing or planned development along the coastline poses a security threat, and other procedures are in place to manage its overall security.

VERTICAL OBSTRUCTIONS
Obstructions by buildings or structures such as cell towers may encroach upon sightlines required by the installation. PNSY’s mission does not include flight operations and there are no existing structures that have been identified as causing a potential incompatibility.
### SUMMARY OF RECOMMENDED STRATEGIES

#### HOUSING ISSUES

<table>
<thead>
<tr>
<th>CATALYTIC STRATEGY</th>
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<tbody>
<tr>
<td><strong>Increase Housing Affordability Through Rezoning</strong></td>
<td><strong>Develop Mixed-Income, Multi-Family Housing Program</strong></td>
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<tr>
<td>Incentivizing the development of local workforce housing helps reduce regional traffic</td>
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#### ECONOMIC RESILIENCE

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<tr>
<th>CATALYTIC STRATEGY</th>
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</thead>
<tbody>
<tr>
<td><strong>Encourage Mixed-Use Development to Diversify Economy</strong></td>
<td><strong>Explore Commercial Spin-Off from PNSY Manufacturing</strong></td>
</tr>
<tr>
<td>More local services and destinations for shipyard workers strengthens the local economy while reducing peak traffic loads.</td>
<td><strong>Integrate JLUS Findings Into the Next Comprehensive Economic Development Strategy (CEDS) Update</strong></td>
</tr>
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<td></td>
<td><strong>Tap Into PNSY Contracting to Support Small Business</strong></td>
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Recent zoning changes encourage workforce housing, but more incentives are needed. Denser housing is only affordable with the right incentives for developers.

Image Source: Woodland Commons
## SUMMARY OF COMPATIBILITY ANALYSIS RESULTS

### INFRASTRUCTURE CAPACITY

Extension and maintenance of infrastructure (including bridges that provide access to PNSY) should support consistent vehicle access long-term as well as support capacity from anticipated growth and development. However, long-term construction work may cause particular travel and access interruptions. While there are no projected extension or maintenance works on roads and bridges leading to PNSY that would have a potential impact, upcoming regional roadwork may lengthen commute times.

### ROAD CAPACITY + CONGESTION

Local and regional capacity and congestion may impact whether PNSY workers are able to efficiently carry out their work. Particular locations in Kittery have been identified that are prone to daily congestion at peak travel periods for PNSY workers. Various approaches for reducing congestion (both on the road and programmatically) should be considered.

## SUMMARY OF RECOMMENDED STRATEGIES

### BIKING AND WALKING ISSUES

<table>
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<th>CATALYTIC STRATEGY</th>
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</thead>
<tbody>
<tr>
<td>Improve Appeal of Biking/Walking With Bumpouts, Signals, Bike Lanes, etc.</td>
<td>Road Diet on Route 103 and Love Lane to Accommodate Bikes and Pedestrians</td>
</tr>
<tr>
<td>Local congestion threatens those walking and biking, but simple improvements can make Kittery safer and more attractive for commuting without a car.</td>
<td>Establish Protected Bike Lanes on Bridges that Connect to Kittery</td>
</tr>
<tr>
<td>Traffic Calming Near Gates 1 and 2 efforts to slow shipyard traffic in nearby neighborhoods will improve safety and compatibility with nominal impact to worker access.</td>
<td>Expand Bikeshare Program to Kittery</td>
</tr>
<tr>
<td>Increase Police Enforcement</td>
<td>Launch Park and Pedal Program From Nearby Park and Ride(s)</td>
</tr>
<tr>
<td>Improve Driver Warning Signage for Pedestrians and Bicyclists</td>
<td>Improve Bike Awareness Education</td>
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### TRAVEL AND TRAFFIC SAFETY ISSUES

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<tr>
<td>Improve Driver Warning Signage for Pedestrians and Bicyclists</td>
<td>Improve Signage for Designated Truck Routes</td>
</tr>
</tbody>
</table>
### CONGESTION ISSUES

#### CATALYTIC STRATEGIES
- Extend Transit to Sanford
  Expanding successful existing vanpool, carpool, and transit networks will reduce vehicle traffic, helping all commuters.

#### SUPPORTING STRATEGIES
- Investigate Opportunities for Staggered Shifts and Remote Working
- Add Traffic Signals or Turn Lanes at Woodlawn/Shapleigh Intersection
- Add A Bus-only Lane Along Walker Street
- Improve Gate Efficiency (e.g. Expand Hours, Increase Personnel)
- New Procedures for Contractor Access and Parking
- Provide Real-Time Feed of Gate Vehicle Activity

### TRANSIT ISSUES

#### CATALYTIC STRATEGIES
- Establish New Regional Park and Rides
  Multiple creative regional solutions can create a network of shared travel options accessible from regional park & rides.

#### SUPPORTING STRATEGIES
- Coordinate With Other Employers For Shared Options
- Broaden Education/Advertisement of Transit Incentive Programs
- River Ferry Between A Dover Park and Ride and PNSY

### PARKING ISSUES

#### CATALYTIC STRATEGY
- Develop Local Park and Ride and Explore Using Rail Spur for Gate 1 Access
  A nearby park & ride facility can reduce gate traffic delays by conveying workers on shuttles a short distance-- potentially along the local rail spur.

#### SUPPORTING STRATEGIES
- Incentivize Landowners to Formalize Park and Ride Agreements
- Create New, Off-Yard PNSY Parking Within Walking and Shuttle Distance
Three JLUS documents are available to the public, elected and appointed officials, and the military for educational and communication purposes. These documents are as follows:

**JLUS EXECUTIVE SUMMARY BROCHURE**

The JLUS Executive Summary Brochure can be used as a quick reference to explain the purpose of a JLUS and provides an overview of the JLUS compatibility factors, their analysis and recommended strategies.

**JLUS REPORT**

The JLUS Report presents an overview of the JLUS planning process, purpose and objectives of the study and the recommended Implementation Plan. The report presents a concise description of the following:
- JLUS project study area
- Population profile and economic overview of PNSY, the Town of Kittery, and the general region
- Summary of the analysis of 24 identified compatibility factors within 10 key issue areas
- Set of recommended strategies and action items to mitigate or prevent incompatibility

**JLUS FACT SHEETS**

The JLUS Fact Sheets provide a brief summary of progress at various stages of the study, including highlights of data and early analysis, key findings, status of the project timeline, and explanation of the intended team approach and next steps.

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

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