Proposal to Prepare

A Comprehensive Plan

for the Town of
Kennebunkport

Submitted by

TZM Planning &
EF | Design & Planning, LLC

PORTSMOUTH, NH

June 20, 2019

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I. Our Vision

From public safety and housing to conservation and stabilizing the tax base, communities in our region must address an array of challenges and balance a number of interests and land uses in order to offer a high quality of life.

Kennebunkport has the added hurdles of planning for its year-round and seasonal populations, increasingly high housing costs, an aging population, and maintaining its waterfront industries.

On top of this, the region faces daunting environmental and energy challenges, including climate change and increased natural hazards, provision of healthy and affordable food, protection of potable water supplies, and the need to reduce energy consumption and our dependence on fossil fuels.

Land use planning plays a critical role in addressing these challenges and planning for long term sustainability.

We approach this comprehensive plan update with the assumption that a good many folks in Kennebunkport are willing and excited to take on these challenges and to make the community more resilient. The way forward includes preparing a forward-looking plan and coordinating efforts within the community.

We proposed to infuse the plan with strategies and recommendations designed to make the community more climate aware and more resilient. We believe that small, locally-based businesses should be nurtured. Job-intensive, high-wage enterprises should be encouraged, as should business endeavors that minimize the need for lengthy commutes via motor vehicles.

We will develop a plan that identifies strategies to calm traffic, improve the safety of children walking and bicycling to school, and promote active transportation. We know better than to take our water resources for granted. We aim to capture the community's vision for preservation of its historic character, working waterfront, rural areas, and bustling downtown.

The Comprehensive Plan is the community's tool to lay out areas that are appropriate for development, areas that should be left undeveloped, areas where specific uses should be prioritized, and areas that are intended to transition between. We are committed to building a plan that reflects the community's vision. We aim to create a plan for the Kennebunkport that will serve as a guide, a reference, and a path to the future that the community envisions.

A Climate-Ready Plan

A current trend among municipalities in the region is the adoption of a climate adaptation chapter to supplement the comprehensive plan. We propose to take this process to the next level by infusing climate-related analyses, mitigation measures, and adaptation strategies into each chapter of the comprehensive plan. Climate issues will inform and guide the planning process throughout.

Our approach differs from the conventional in its recognition that climate-related stresses on natural systems present unprecedented challenges. Whereas Maine law requires a plan projecting 10 years into the future, climate change obliges a longer view, particularly if we are to do our best to bequeath a healthy and sustainable natural environment to our children and grandchildren.

This planning process assumes that many Kennebunkport citizens, when confronted with the challenges posed by a changing climate, will not be content to simply assume the role of passive bystander. As planners, we view our primary responsibility as anticipating the future, and then motivating and guiding the community toward positive action.

We will strive to help Kennebunkport to become more resilient, and to provide local residents with multiple strategies to mitigate and adapt to climate change, while including the content typically found in a conventional comprehensive plan, as mandated by Title 30-A §4326. Kennebunkport's comprehensive plan will serve as a model for other Maine municipalities.

A comprehensive plan should help the community anticipate, prepare, mitigate, and adapt to a myriad of challenges posed by climate change. Throughout the planning process, we will be mindful of the following issues, trends, and challenges:

Sea Level Rise (SLR)
Forecasts by scientists for SLR continue to evolve and are trending toward the high end of the scale. How will rising seas impact Kennebunkport, how soon, and what measures can the community take to prepare for and mitigate the impact? Our approach will be informed by the latest findings of the Intergovernmental Panel on Climate Change (IPCC) and the National Oceanic and Atmospheric Administration (NOAA).

Stormwater Runoff
An increase in precipitation and impervious surfaces will result in an increase in the volume of stormwater. In lieu of channeling stormwater to the sea via infrastructure that is costly to build and maintain, land use regulations should require developers to recharge local aquifers to the extent practical.

Extreme Precipitation
In the northeast US, an increase in precipitation of 50% or more during extreme weather events is becoming more common. Is Kennebunkport's infrastructure sized appropriately for increased precipitation? Do the Town's land use regulations unwittingly undermine resiliency? The consultant team will seek to answer these questions and propose alternatives.

Energy
If our nation is to achieve a timely transition from fossil fuels to renewable energy, much of the impetus will derive from efforts at the local level. Kennebunkport's current plan does not address this transition. We will engage the community on this issue.

Groundwater

SLR will force upward movement in the water table, even at locations several miles inland from the sea. This dynamic poses a threat to drinking water supplies and septic systems, and it will destabilize some low-lying Town roads. Contrary to popular perception, inundation from rising groundwater may pose a more immediate threat to coastal communities than SLR. The Comprehensive Plan will anticipate such impacts and propose strategies and alternatives for preparation.

Drought

Scientists advise that our winters and springs will see more precipitation, while summers will increasingly include periods of extended drought. Dry conditions increase the risk of wildfires. Community planners should be mindful of wildfire risk when reviewing development proposals, and the land use ordinance should be revisited with that in mind.

Open Space Planning

The preservation of open space is one of the most effective measures the Town can take to mitigate greenhouse gas emissions, for trees and vegetation efficiently absorb CO2 and store it in the earth. Open space preservation is easy on the taxpayer as well, for it makes no demands on municipal services and requires no school expansions. Open space contributes to the community's natural beauty and character, both of which enhance Kennebunkport's efforts to keep the local tourist industry healthy and competitive. Open space protection helps to preserve surface water quality, facilitates aquifer recharge, and preserves agricultural soils. The consultant team will work with the Conservation Commission and the Kennebunkport Land Trust to analyze and prioritize candidates for protection so that the community can move quickly when funding opportunities arise.

Potable Water

Aquifers will be impacted by SLR (see the groundwater narrative above). Population growth will spur demand for more potable water. Some of this population growth will come as a result of US citizens migrating to Maine from regions where water supplies are depleted. Community planners should anticipate population growth.

Airborne Health Impacts

Climate change will bring higher levels of ozone due to warmer temperatures, and a substantial increase in airborne allergens. Ragweed plants, for example, generate substantially more pollen when CO2 concentrations are high.

The Local Fishing Industry

This industry faces a myriad of challenges, some of which will be further exacerbated by rising water temperatures in the Gulf of Maine, and ocean acidification. The Comprehensive Plan should be attentive to the needs of the local fishing industry and promote supportive policies to the greatest extent practical.

Heat Waves

As greenhouse gas emissions drive a rise in global temperatures, southern Maine will see higher temperatures and a significant increase in days in which the temperature exceeds 95ºF. The Town should ensure that cooling stations are available to address the needs of vulnerable populations.

Municipal Assets

The consultants will compile available records on infrastructure such as roadways, bridges, culverts, dams, and wastewater pump stations, and then solicit testimony from the public as to how these various assets have fared during extreme weather events. We will map the locations and overlay the map with SLR projections.

Agriculture

As agricultural production in California and the great plains is subjected to greater stresses due to interruptions in water supplies, it will be incumbent upon Mainers to become more self-sufficient, for New England finds itself at the tail end of the produce pipeline. The updated Comprehensive Plan will map all prime farmland and farmland of statewide importance and propose strategies for preserving this acreage for food production. We advocate fresh and local.

Infectious Disease

Shorter winters are expected to extend the tick season. Likewise, a warming climate will extend the range of mosquitoes, and bring mosquito-borne diseases to New England that were not previously seen in these parts. The extended mosquito season will also increase the prevalence of diseases that are already here, such as West Nile and Eastern equine encephalitis.

Human Migration

Climate change will bring severe droughts to parts of the United States. When potable water is depleted, we will witness an unprecedented migration to regions that have relatively abundant water supplies, such as the northeast for example. Local planners should give some thought as to how and where the community can best respond to this challenge so as to minimize disruption and the displacement of local residents.

Salt Marsh Migration

Kennebunkport enjoys an abundance of salt marsh. This natural resource is of particular interest for two principal reasons: 1) The marsh serves as an important habitat for nurturing ocean fisheries, and 2) The marsh is one of the most efficient natural systems for the absorption of CO2. Eventually the salt marshes will be inundated by SLR. Scientists advise that under certain conditions, marshes will migrate inland. We will examine areas that may be suitable for such migration, and devise strategies to discourage the placement of man-made obstacles to migration.

A Maine-Based Approach to Resiliency

The Greater Portland Council of Governments recently published Municipal Climate Adaptation Guidance Series: Comprehensive Planning. This local publication on climate adaption is timely, relevant and useful. Reproduced in the table below are selected portions to give the reader a sense of the types of climate-ready strategies one can readily include in a Comprehensive Plan, while remaining in full compliance with MSRA Title 30-A and the State of Maine's Comprehensive Plan Review Criteria Rule (Chapter 208).

Plan Chapter	Strategy
Historic Resources	Incentivize methods to increase adaptation of historic resources to climate change that is consistent with NPS standards and protects the long term stability of these structures.
Water Resources	Consider land use policy that promotes the reduction of impervious surfaces, increase vegetated infiltration basins for new development, and retrofit existing developments to reduce storm flow runoff and increase infiltration of rainfall whenever possible.
	Upgrade stormwater and combined stormwater and sewage systems to prepare for more frequent and heavier rainfall events and investigate opportunities for the beneficial reuse of stormwater and wastewater.
Natural Resources	Promote conservation of low-lying, undeveloped uplands where coastal marshes, beaches, and other intertidal natural communities can migrate inland with SLR.
Marine Resources	Incentivize or promote design and landscape practices that are sensitive to environmental effects and impacts of climate change on marine resources and/or offer opportunities to adapt to these changes.
Recreation	Use tools such as TIF and impact fees to fund capital improvements, including recreation facilities, to attract development to growth areas and away from vulnerable ones. Limit public funding for recreation facilities in vulnerable areas.
Transportation	Newly constructed infrastructure should be designed and built in recognition of the best current understanding of future environmental risks. Incorporated future costs needed to increase infrastructure resiliency into CIP.
	Minimize the risk to key transportation assets from floods, storms, landslides, and power outages through land use and development decisions, and retrofitting or replacement of utilities and infrastructure.
	Develop an inventory of all municipal transportation infrastructure, and track maintenance related to flooding and other climate impacts.
	Review emergency access and evacuation and their vulnerability to extreme weather events.
Public Facilities & Services	Build an interconnected network of infrastructure such as roads, pipelines, and cables. The network structure will allow impacted equipment to be isolated as necessary so as not to shut down the entire area.
	Locate police, fire stations or emergency response in safe locations that are not likely to be affected by flooding.
Existing Land Use	Update development guidelines to include adaptation to future climate conditions.
	Take advantage of redevelopment to obtain or restore public and natural amenities that increase resilience through density bonuses, variances, or purchase.
Future Land Use	Avoid designating as growth areas those lands that are vulnerable to flooding or impacts from increased storm events. If such areas are designated as growth areas, the community should carefully outline adaptation measures it will pursue to mitigate the negative impacts.
	Incompatible development may also include development that does not consider vulnerability to SLR, or impacts from increased storm frequency and intensity.

Source: Carver, Stephanie. Greater Portland Council of Governments. 2017. Municipal Climate Adaptation Guidance Series.

II. Our Process

Incorporate Best Available Data & Technology.
A 21st century master plan should make optimal use of available technologies. Our analyses and planning rely heavily on geographical information systems (GIS). Wherever possible, we prefer to tell the story with state-of-the-art graphics, and with high quality photography. Our final product will be prepared in InDesign and MS Word.

Engage Citizens.
Maximizing citizen participation is a critical component of a comprehensive plan update. By participating in the process of preparing the plan, Kennebunkport residents and business owners assume ownership of the document and ensure successful implementation. We aim to attract stakeholders of all ages and backgrounds.

Collaborate with Growth Planning Committee (GPC).
The committee's expertise and knowledge of the community will guide the process. We envision that the committee will help refine the best outreach strategies for Kennebunkport, comment on drafts, and provide insight into past and future planning endeavors.

Respect Schedules.
We well recognize the importance of adhering to deadlines. We have availability during the coming 18 months to take on an ambitious schedule. We also bring another advantage to the process in that both project team members are based 30 miles from Kennebunkport, a proximity that enables attendance at frequent municipal meetings. We will meet as often as necessary to keep the project on schedule.

Deliver an innovative plan.
We aim to prepare an innovative plan to inspire and guide the town's future land use decisions, regulations, and investments. We will strive to make the Kennebunkport Comprehensive Plan a forward-looking document.

III. Proposed Scope of Work

Task 1

Project Meetings

We will meet with Town Staff and the Growth Planning Committee (GPC) on a regular basis. We aim to maintain a flexible and accessible schedule. A regular meeting schedule may be established (i.e. monthly meeting) and/or meetings may be convened on an as-needed basis at key points in the process, as desired by the Town. The primary purposes of project meetings will be to review and refine the proposed project scope and subsequently to discuss progress and next steps.

Task 2

Meetings with GPC, Staff, Planning Board, and Selectmen

Throughout the project, we will meet with the GPC, Staff, Planning Board, and Selectmen to provide updates and to solicit input and feedback. These meetings will provide an opportunity to discuss chapter development and draft maps, past and ongoing studies, projects, and initiatives, data and trends. Meeting time will also be dedicated to reviewing and refining the public engagement and communications plan and soliciting feedback on elements of the outreach plan, such as survey questions.

It is anticipated that meetings will occur periodically on an as-needed basis over the duration of the project and during the draft review and public hearing phase. At a minimum, meetings with staff and GPC, Planning Board, and Selectmen are envisioned at key points in the process that are identified in the project Timeline and Schedule in Section V of this proposal.

Meeting Logistics & Communication

- Agendas and meeting material will be provided electronically in advance of meetings.
- Progress memos that summarize key milestones and next steps will be prepared.
- Interim reports will be developed on request.
- A written summary of key decisions and pertinent information will be prepared following each meeting.
- Project meetings will occur at the Town Offices or a location selected by staff. Conference calls may be arranged.
- Consultants will be available by phone and email.

Task 3

Public Engagement & Communications Plan

Public engagement is critically important to producing a plan that Kennebunkport residents will embrace and assume a measure of ownership.

The proposed public outreach strategy is designed to provide diverse audiences with multiple opportunities to engage and provide input about their community and plan. The proposed approach, detailed on the following page, includes:

- Surveys to obtain high volumes of data and provide an easy way for the community to participate
- Tabling to 'go to the people' and attract attention
- A pair of educational meetings featuring cutting edge research
- Two facilitated public workshops designed to gather critical information for the Comprehensive Plan update and provide the community with the opportunity to participate in interactive discussions.

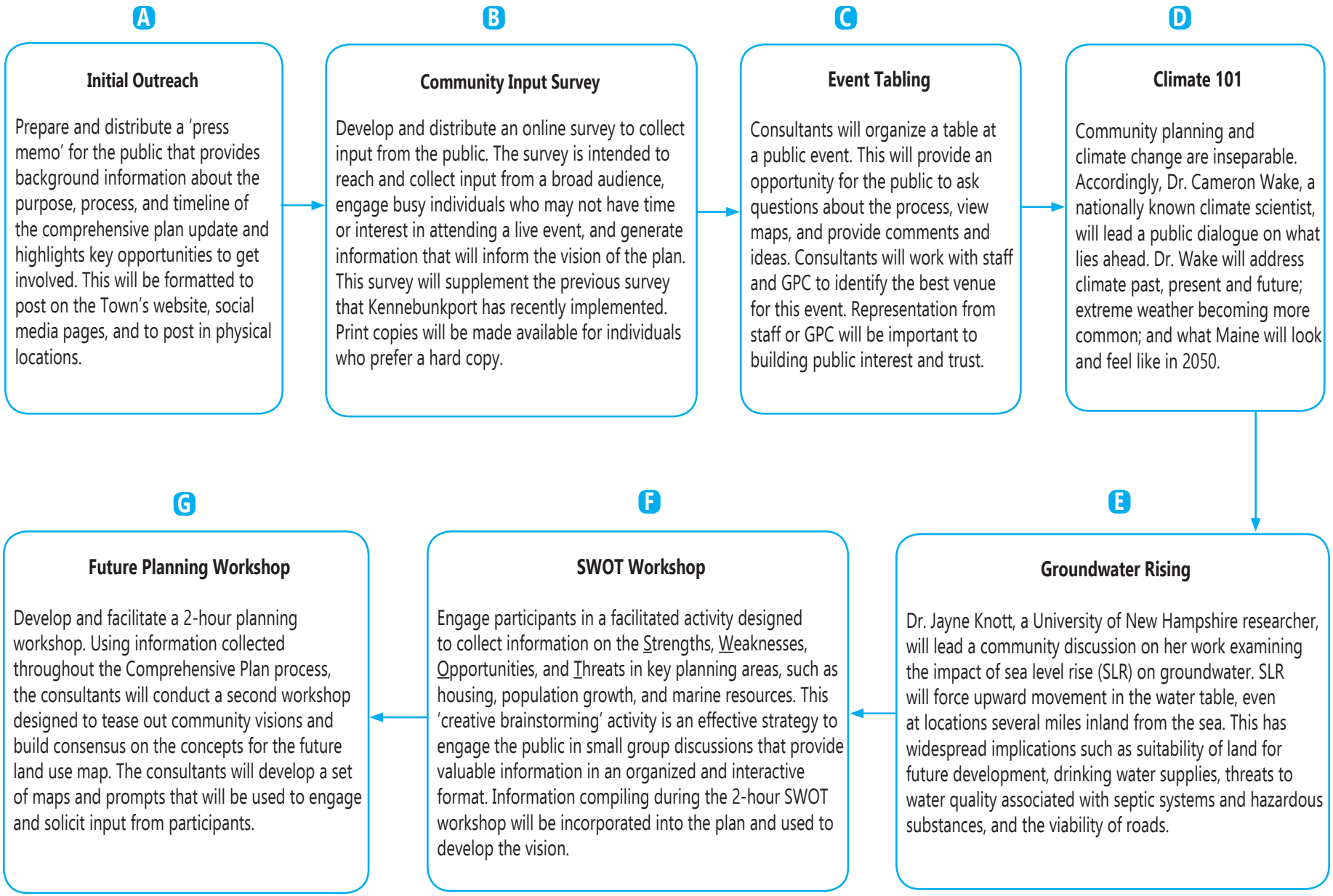
In addition to these components, the public will also have the opportunity to learn and comment during public presentations at Planning Board meetings. We will develop custom branding for all outreach material to help generate recognition of information and events pertaining to the Comprehensive Plan update, and to build excitement and interest. Ongoing updates about the process will be provided for posting on the Town's website and via social media outlets. All outreach material may be reviewed and approved by staff, the GPC, Planning Board, or Selectmen. All public input will be compiled into a public input document. We will include a summary of public participation in the Comprehensive Plan.

We use the core questions of the Oregon Model for Community Visioning as a guide:

Where are we now?
Where are we going?
Where do we want to be?
How do we get there?

We thoroughly enjoy engaging the public. The image to the left shows stakeholders in Saco, ME participating in an evening Charrette designed to collect information to inform a Zoning Ordinance update.

Key Components of the Public Outreach for the Comprehensive Plan Update (Task 3)



Recent Outreach Success

In 2018, the City of Saco updated its comprehensive plan, a document that included 101 new recommendations. The City then hired us to re-write and modernize the zoning ordinance and subdivision regulations. We would eventually incorporate many of the plan's recommendations into the new land use regulations. However, the first order of business was to engage the public. It was a process that was quite successful, and one that we believe would serve Kennebunkport well during the update to its comprehensive plan. Accordingly, we have proposed a public engagement process with similar components to the process we undertook in Saco.

1) Strengths, Weaknesses, Opportunities & Threats (SWOT). The thirty attendees were selected by Saco city officials and divided into six groups. The two-hour session proved quite useful in identifying issues and challenges. There was quite a diversity of opinion as well.

2) Citywide Survey. It is our understanding that Kennebunkport has already undertaken a survey. We would be willing to supplement those results with a second survey if desired. In Saco, our electronic survey elicited responses from 1,080 residents. City Administrator Kevin Sutherland had not anticipated such a robust response, prompting him to have made a wager at a City Council meeting, resulting ultimately in Mr. Sutherland taking a brisk swim at the mouth of the Saco River on an unusually cold day in January 2019.

3) Charette. In February 2019 we conducted a visioning charette in Saco that attracted well over 100 participants. Input from the public is a critical component in the preparation of a comprehensive plan. We strive to implement a process that is meaningful, productive, and enjoyable for participants.

Saco City Administrator Kevin Sutherland runs back to shore after plunging into the ocean on Thursday morning. LIZ GOTTHELF/Journal Tribune

A
Baseline Review

We will conduct a baseline review of existing plans and relevant information, including the existing Comprehensive Plan, Housing Needs Assessment, Village Parcel Master Plan, land use ordinance, codes and policies, demographic and census data, and other information relevant to the required plan elements. Local and state GIS data will be assembled and reviewed. During this phase of the process, we will generate an inventory and assessment of issues and opportunities, which will be reviewed and refined with staff and the GPC.

B
Initiate Topic Chapters & Prepare Plan Introduction

Existing conditions and trends will be analyzed and synthesized into 15 draft topic chapters. The foundation of these chapters will be based on an analysis of qualitative, quantitative, and spatial data and trends in each functional planning area, including but not limited to: a population analysis, existing land use and capital facilities (water, sewer, transportation, recreation, open space, etc.) assessment, and residential/commercial growth patterns, and a projection of Kennebunkport population and housing trends to 2030.

Linkages across planning areas will be highlighted, with special attention given to areas such as the interconnectivity of marine resources and the economy; the diversity, availability, and affordability of housing and demographics; natural resources and quality of life; and the implications of climate change, each of which play a significant role in defining the future of Kennebunkport. At this phase in the process the chapters will be considered draft working documents that will continue to be refined as stakeholder input is collected.

C
Vision & Community Character Chapter

Based on input from stakeholders, we will update the community character chapter and develop the vision section for the 2021 plan. This vision will serve as a focal point for goals, policy and strategy decisions. The draft chapter will be revised following review of the draft chapter by the GPC, staff, and the Planning Board.

D
Develop Goals, Policies, and Strategies for Each Topic Chapter

Goals, policies and strategies will be developed for each chapter following the analysis of existing conditions and trends and implementation of key public input components. State level goals will be included. These plan elements will be included within each planning topic chapter. These elements will be revised following review by the GPC and staff. We anticipate presenting draft chapters to the Planning Board at this stage.

Proposed Comprehensive Plan Chapters

1. Introduction & History
2. Vision & Community Character
3. Historic & Archaeological Resources
4. Marine Resource
5. Water Resources
6. Natural Resources
7. Economy
8. Existing Land Use
9. Housing
10. Demographics
11. Recreational & Cultural Resources
12. Public Facilities & Services
13. Fiscal Capacity & Capital Investment Strategy
14. Hazard Mitigation
15. Transportation
16. Energy*
17. Regional Coordination
18. Future Land Use
19. Implementation Matrix*
20. Public Participation Summary

*new chapter

E
Develop Future Land Use Chapter

The future land use chapter will be developed following the completion and review of draft planning topic chapters. This chapter will be informed by the trends and goals identified in each functional planning area chapter. A GIS-based build out analysis will be conducted to aid in identifying areas available and suitable for potential future development. The future land use chapter will be consistent with the community's vision and the policies and strategies identified throughout the plan. This chapter of the plan is intended to guide future development. It will include the future land use map, which identifies areas designated for growth, rural areas, opens space or natural resource protection areas, as well as critical waterfront areas.

Growth Area Exemptions

Shared Growth Areas

Transitional Areas

Rural Areas

Critical Natural Resources

Critical Rural Areas

Critical Waterfront Areas

FUTURE LAND USE MAP

F
Prepare Implementation Matrix

Goals and implementation strategies for all chapters will be summarized in a implementation matrix to be included in the plan. The matrix will enumerate recommendations in the plan and assign implementation responsibilities to specific town officials, boards, and committees. It will serve as a tool for evaluating and tracking progress that the GPC and staff can review on a regular basis.

G
Produce Final Deliverables

Following incorporation of comments received during the public hearing phase, the consultants will prepare and the final Comprehensive Plan. The plan will be designed to be user-friendly, useful, and approachable. The plan will include a strong emphasis on community sustainability and preparations for a changing climate. It will be consistent with MRSA Title 30-A and the State of Maine's Comprehensive Plan Review Criteria Rule (Chapter 208).

IV. Deliverables

Final Plan Deliverables:

- Digital, editable, and printable copies of the final Comprehensive Plan
- GIS data created during the preparation of the plan, provided as ESRI shapefiles, or other format desired by the Town
- Printed and PDF copies of maps at a scale to be determined by the Town

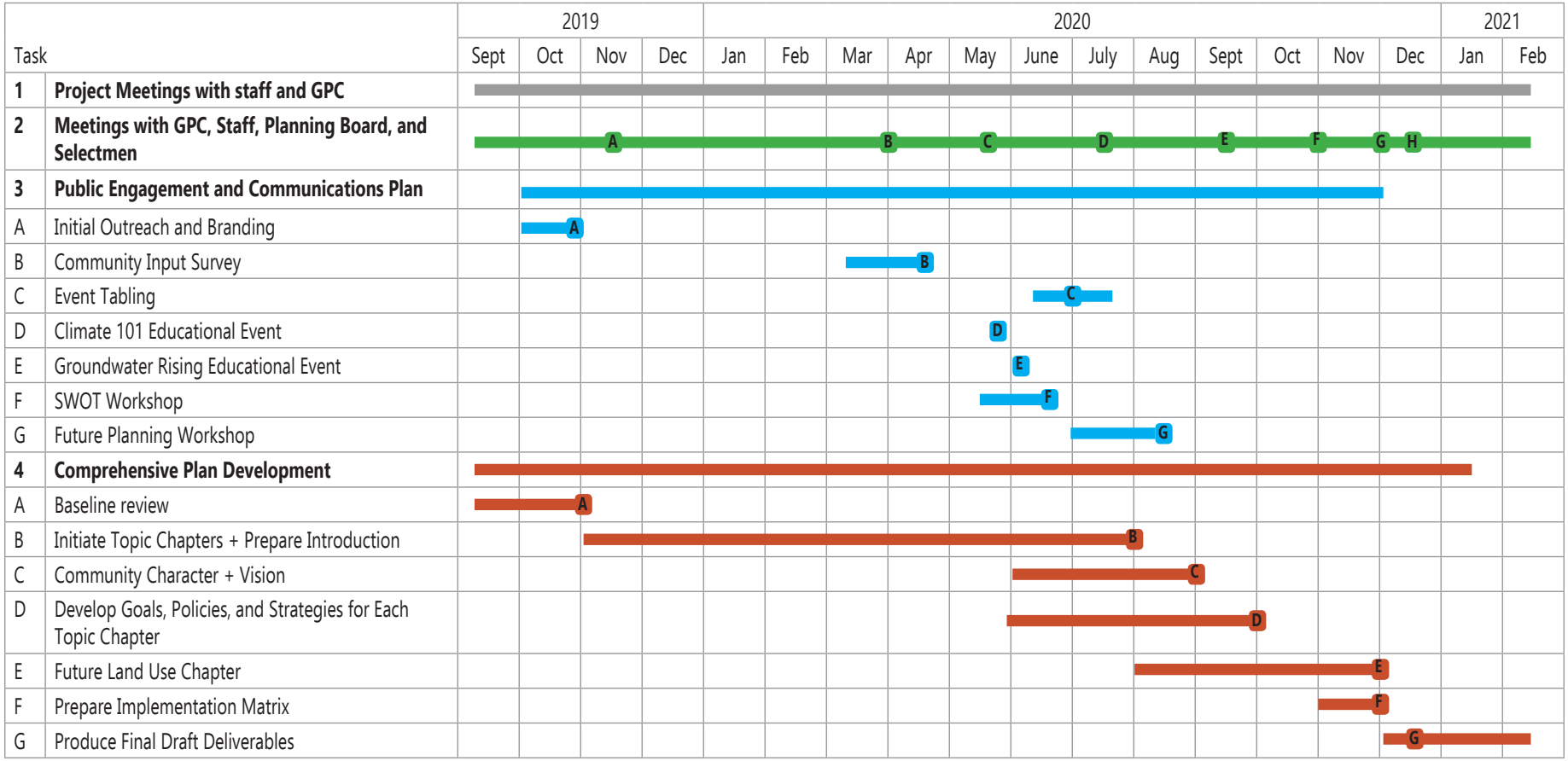
The final plan will be produced in a format that is conducive to creating interactive PDFs and E-Books. The plan will be organized in a user-friendly format with an emphasis on good graphic design. The design will feature numerous graphics, maps, and high quality photography. Adobe InDesign, Illustrator, and Photoshop will be utilized to create a modern, state-of-the-art plan for Kennebunkport.

Additional Deliverables:

- Interim reports, as requested
- Progress memos
- Meeting agendas and materials
- Documentation of public input process and input collected during each element of the public participation plan
- Print and electronic copies of draft chapters

Documents will be provided in Word and PDF formats to facilitate a collaborative review by the GPC, staff, Planning Board, and Selectmen.

V. Timeline & Project Schedule



Anticipated Key Points in the Project to Meeting with staff, GPC, Boards

- A Review baseline assessment (GPC/staff)
- B Review survey questions (GPC/staff)
- C Discuss draft chapters and key topics for public workshops (GPC/staff)
- D Review preliminary chapter drafts and draft vision concepts (GPC/staff)
- E Review draft goals, policies, and strategies with (GPC/staff/Planning Board)
- F Review conceptual future land use maps with (GPC/staff)
- G Present (Planning Board)
- H Present (Board of Selectmen)

Proposed Outreach Milestones

- A Initial outreach & branding
- B Community input survey completed
- C Event tabling
- D Climate 101 educational event
- E Groundwater rising educational event
- F SWOT workshop
- G Future planning workshop

Proposed Comprehensive Plan Preparation Milestones

- A Baseline report drafted
- B Preliminary topic chapters and introduction drafted
- C Community character & vision section drafted
- D Goals and policies drafted, topic chapter drafts finalized
- E Future land use chapter and map drafted
- F Implementation matrix prepared
- G Final draft submitted for public hearing

Schedule and frequency of project kick-off and check-in meetings with staff and GPC to be discussed

VI. Project Team & Qualifications

The Project Team for the Comprehensive Plan update are community planners Thomas Morgan of TZM Planning and Elizabeth Durfee of EF | Design & Planning, LLC. Mr. Morgan brings 36 years of planning experience to the project. Ms. Durfee brings 9 years of experience engaging the public and with state, local, and regional community and environmental planning. Both project principals are certified by the American Institute of Certified Planners (AICP).

Both principals are members of the Coastal Adaptation Workgroup (CAW), a diverse group of professionals who have been collaborating on climate change issues in NH's Seacoast region since 2010.

In 2016 and 2017, Ms. Durfee and Mr. Morgan collaborated with Dr. Jayne Knott on an investigation of the vulnerability of drinking water wells to salt water intrusion in Newmarket, NH.

Both principals recently undertook a complete re-writing of land use regulations for the City of Saco, Maine. The Saco project entailed the reduction in the number of zoning districts from 29 to 20, and a reduction in the list of permitted land uses from an unwieldy 234 to a more manageable 113. At every opportunity, we inserted resiliency measures into the land use regulations, consistent with the recommendations of their 2018 Comprehensive Plan update.

Please refer to qualifications on the following pages and resumes included in Appendix A for information about past experience.

TZM Planning and EF | Design & Planning are based in Portsmouth, NH and are committed to dedicating their time to this project.

As local planners, both Mr. Morgan and Ms. Durfee interact with long range plans on a daily basis. They have a strong understanding of the value of a user-friendly local land use plan.

TZM PLANNING

Thomas Morgan, AICP

Mr. Morgan has extensive experience in preparing comprehensive plans and capital improvement programs, as well as dozens of zoning, subdivision, site plan, and building regulations. He is the sole author of master plans for the Town of Newington, NH in 1990 & 2010, the Town of Seabrook, NH in 1990 & 2000, and the Town of Madbury, NH in 1990. Other relevant experience includes the following:

• He served on the Coastal Risks & Hazards Commission (2013- 2016), established by the NH Legislature in 2013 to advise on preparations for sea level rise and other coastal hazards. The commission's final report and recommendations are available at nhcrhc.org. The commission's principal focus was on SLR, however, the scope was broad and also addressed extreme weather events, a warmer climate, drought, food security, vector borne diseases, and flooding.

• He served on the Board of Directors of the Cooperative Alliance for Seacoast Transportation (2009-2016), region's public transit provider the NH Seacoast and southern York County. It was an experience that provided him with insight regarding the potential for public transportation in the region, and the constraints.

• He has raised millions in private funds for improvements to the US Route 1 corridor in Seabrook, NH, and leveraging those funds to rapidly advance projects through NH DOT's approval process.

• He has served as a commissioner on the NH Highway Layout Commission since 2013. He was nominated by a Republican Executive Councilor, appointed by a Democratic Governor, and re-appointed by a Republican governor.

• He organized efforts to permanently protect hundreds of acres of open space, and led the drive to establish the 1,116-acre Great Bay National Wildlife Refuge that stretches along some 5.35 miles of shoreline. It was the first federal refuge in NH.

• He served on the initial board of directors of the Housing Partnership, the largest non-profit developer of workforce housing in the counties of Rockingham, Strafford, and southern York. The organization's current inventory is 312 dwelling units.

• At age 20, he spent a summer working aboard a 48' commercial fishing boat out of Ketchikan, harvesting Alaskan Sablefish (Black Cod). The experience gave him a lifelong appreciation and respect for the hard work and perseverance of those who make their living at sea.

• In 2014 he co-founded Portsmouth Smart Growth for the 21st Century (PS21). See www.PS21.info. This volunteer-led, advocacy and educational non-profit seek to introduce the best of 21st century planning practices to the citizens of Portsmouth. To date, PS21 has hosted:

- Jeff Speck on walkable cities
    - Cornell professor Michael Manville on parking
    - Boston Globe architectural critic Robert Campbell on the Art of Creating Spaces
    - Jennifer Hurley on affordable housing
    - Cameron Wake on climate change
    - Mike Lydon on tactical urbanism
    - Ben Frost on accessory dwelling units
    - Dutch urbanist Matthijs Bouw on waterfront flood protection infrastructure
    - Former Chief Planner for the City of Vancouver, Brent Toderian, presented on his signature topic, Density Done Well.
    - Edward Cameron, an Irishman and one of the architects of the Paris Agreement, presented on building a Paris compliant municipal strategy
    - Kol Peterson, a nationally respected expert, on accessory dwelling units
- Chuck Marohn on Strong Towns.

• Prior to the closing of Pease Air Force Base, Mr. Morgan prepared the first comprehensive plan for the base's reuse. Although the plan was never formally adopted, it had a far reaching influence on subsequent redevelopment efforts.

• His academic background in architectural history along with his related work experience satisfies federal requirements in 36 CFR Part 61. He successfully nominated a dozen properties and one district to the National Register of Historic Places and advised on historic preservation issues for clients throughout New England, among them the City of Biddeford.

Mr. Morgan earned an MS in Historic Preservation from the University of Vermont, and a BA in History from the University of Massachusetts at Amherst. He is a member of the American Planning Association and the Congress for the New Urbanism. He has served as a Proprietor of the Portsmouth Athenaeum for three decades. For several years he chaired Portsmouth's Zoning Board of Adjustment.

Tom is well traveled, and takes particular interest in the means by which his professional colleagues in foreign lands respond to land use, transportation, and climate challenges. He served as an NGO delegate at the UN's 1992 Conference on Environment & Development in Rio de Janeiro (The Earth Summit), and participated in the UN's 2016 Conference on Housing and Sustainable Urban Development (Habitat III) in Quito. For more on his professional experience, see LinkedIn.com/in/thomasjmorgan.

Links to Mr. Morgan's projects similar to the Kennebunkport Comprehensive Plan

City of Saco's Zoning Ordinance Revision Web Page: https://www.sacomaine.org/boards_and_committees/zoning_ordinance_revision.php

Latest draft of the proposed Saco Zoning Ordinance and Subdivision Regulations: https://www.dropbox.com/sh/wqmx1qyj5t669p9/AACmY3-HFXWHcET_4LnqDqvCa?dl=0

Master Plan of the Town of Newington, NH: https://www.dropbox.com/sh/2rn3y0suuo0zk13/AACqh-PBUn9TEygLsMaUpknba?dl=0

References

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Our Commitment to Reducing Our Environmental Footprint

It is our practice to limit our printing and paper consumption. In keeping with this policy, we have provided electronic links to examples of past work experience that are readily available online in this proposal rather than attaching lengthy documents. Hard copies will be furnished on request.

EF | DESIGN & PLANNING, LLC

Elizabeth Durfee, AICP

Ms. Durfee formed EF | Design & Planning, LLC in the Seacoast Region of New Hampshire with the objective of providing communities with support, resources, and tools to plan for the present and future. The firm specializes in community and environmental planning and in integrating creative elements and visual tools into projects, public spaces, and outreach efforts.

Ms. Durfee provides contract town planning services and technical assistance, facilitation, and project management services for multiple nonprofits in New Hampshire. She also contributes to local and international water resource and climate adaptation projects with the firm AECOM. Ms. Durfee serves on the Conservation Commission in Newington, NH and also participates on the American Planning Associations Water Education Planning Committee. Examples of relevant project experience are summarized below:

- Ms. Durfee is currently in the final stages of completing a comprehensive update of the City of Saco, ME's Zoning Ordinance, Subdivision Regulations, and Site Plan Review Regulations. This project involve considerable public outreach, analysis of the City's Comprehensive Plan, mapping, and engagement with City staff.

- Ms. Durfee collaborated with a Master Plan Committee and multiple commissions to prepare chapters of the Town of Durham, NH's Master Plan, which was awarded Plan of the Year by the New Hampshire Planners Association in 2016. Her Master Plan work involve GIS-based build out analyses and considerable public outreach/education.

- In 2015, Ms. Durfee co-lead a multi-day visioning forum as part of the development of the Town of Newmarket, NH's Vision Chapter for its Master Plan. The public outreach effort for this chapter included an online survey, presentation of existing conditions and trends, interactive small group discussions, live polling, and facilitated discussion of opportunities and visions for the town in several functional planning areas.

- Ms. Durfee has employed tools including the Oregon Model for Visioning and SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analyses, surveys, small group round-tables, interactive mapping exercises, and live polling to gather input.

- She prepared the existing land use chapter and a GIS-based build-out analysis for the Town of Barrington's Master Plan update.

- She played an integral role in creating Strafford Regional Planning Commission (SRPC)'s Regional Master Plan, including research, writing, mapping, preparing executive summaries, developing an implementation table, and graphic design.

- Ms. Durfee engaged the Farmington (NH) Planning Board in a review of the Town's progress in implementing goals and objectives from their 2005 Master Plan in preparation for an update of the Town's Master Plan.

- In 2011-2013, she developed and implemented an extensive study of the value of working waterfronts and waterfront land use. She prepared 11 case studies on unique waterfronts throughout the state of Michigan. As part of this project, she identified tools municipalities were using to create sustainable waterfronts, and compiled and analyzed demographic, economic, and land use data. As part of this multi-year project she conducted Smart Growth Readiness Assessment Tool Workshops and presented on placemaking.

- As a town planner, she regularly engages with Planning Boards to update and amend local regulations and to ensure that proposed development aligns with the local land use plan. She has implemented zoning updates that involve collaboration with subcommittees, conducting an extensive review of existing regulations, communicating changes to the public, preparing factsheets to assist municipal staff with implementing and enforcing new regulations, and guiding towns through the process of adopting new zoning regulations.

- In 2017, she guided and prepared the strategic planning process for the Acton Wakefield Watersheds Alliance, an organization with a service area in New Hampshire and Maine. Ms. Durfee employed the SWOT analysis to facilitate a constructive brainstorming session.

- As a consultant to the Moose Mountains Regional Greenways land trust and preparer of a local Natural Resources Assessment, Ms. Durfee has considerable familiarity with experience with mapping and evaluating natural resource areas and determining areas that should be protected from development.

- She assisted with the development of the Massachusetts State Hazard Mitigation and Climate Adaptation Plan and prepared the Hazard Mitigation Plans for multiple municipalities.

• She is currently contracted to assist the coastal community of Hampton, NH with evaluating flood impacts and initiating long term coastal adaptation planning. After finalizing a 'situation assessment', she helped develop a local Coastal Hazards and Adaptation Team, which meets monthly to provide guidance to the Town and residents on adaptation.

Ms. Durfee is experienced with using Adobe Creative Suite, SketchUp, and ArcMap GIS software to great visuals and maps. She also has experience creating and maintaining websites using programs including Wix and Adobe Muse, posting blogs, implementing online surveys, and using social media (Facebook, Twitter, LinkedIn).

Ms. Durfee has dual Master's Degrees in Urban & Regional Planning (Physical Planning & Design) and Natural Resources & Environment (Sustainable Systems) from the University of Michigan (2011). She has a Bachelor of Science Degree (Environmental Conservation) from the University of New Hampshire (2006). She is a certified planner with the American Planning Association.

Please visit www.efdesignplanning.com or www.linkedin.com/in/elizabethdurfee for additional information.

Links to Examples of Past Projects:

City of Saco's Zoning Ordinance Revision web page: https://www.sacomaine.org/boards_and_committees/zoning_ordinance_revision.php

Latest draft of the proposed Saco Zoning Ordinance and Subdivision Regulations: https://www.dropbox.com/sh/wqmx1qyj5t669p9/AACmY3-HFXWHcET_4LnqDqvCa?dl=0

Durham, NH Master Plan web page: https://www.ci.durham.nh.us/planning/master-plan

Newmarket, NH Visioning Master Plan Chapter and Public Input:
• Vision Chapter: https://www.newmarketnh.gov/sites/newmarketnh/files/u101/vision_chapter_0.pdf
• Public Input Appendices: https://www.newmarketnh.gov/sites/newmarketnh/files/u101/vision_chapter_appendix_a.pdf; https://www.newmarketnh.gov/sites/newmarketnh/files/u101/vision_chapter_appendix_b_0.pdf

Strafford Regional Planning Commission Regional Master Plan and Appendices web page: http://www.strafford.org/services/regmasterplan.php

Vibrant Working Waterfront Report and Case Studies web page: https://www.michiganseagrant.org/topics/resilient-coastal-communities/vibrant-waterfront-communities-case-studies/

Hampton, NH Flood Vulnerability Situation Assessment Phase 1: http://shea4nh.org/wp-content/uploads/2019/02/SHEA_SituationAssessment_Final.pdf

References

Kevin Sutherland, City Administrator
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Mark Avery
Chair, Town of Madbury, NH Planning Board
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Todd Selig
Town Administrator, Town of Durham
tselig@ci.durham.nh.us
603.868.5571

Kyle Pimental
Senior Planner, Strafford Regional Planning Commission
kpimental@strafford.org
(401)-835-2888

Subcontractors

Dr. Cameron Wake

University of New Hampshire

Cameron Wake is a Research Professor at the Institute for the Study of Earth, Oceans and Space, and the Dept. of Earth Sciences at the University of New Hampshire. He is also the Josephine A. Lamprey Professor in Climate and Sustainability at the UNH Sustainability Institute. Cameron leads a research program investigating regional climate change through the analysis of ice cores records and historical and instrumental data. In addition to teaching classes and lecturing widely on global environmental change, he serves as the program chair for UNH's Sustainability Dual Major. Cameron also helps lead Climate Solutions New England, a collaborative effort to secure healthy, prosperous, and sustainable communities through the pursuit of integrated solutions that include building energy self-reliance and weather resilience.

He is an author on over 85 papers published in the peer-reviewed scientific literature and dozens of reports, and has provided hundreds of interviews for state, regional and national media. His collaborative research on several regional climate assessments in the northeast United States has been shared with municipal, state, and federal agencies and representatives, has been covered widely in the media, and has been cited by several as motivation for policy action. In recognition of his engaged scholarship around the issue of climate change, Cameron was awarded the UNH Faculty Award of Excellence in Public Service in 2010.

Dr. Jayne Knott

JFK Environmental Services, LLC

Dr. Jayne Knott received her bachelor's degree in Geology and Physics from Mount Holyoke College and her master's degree in Civil and Environmental Engineering from M.I.T. She earned her Ph.D. in Civil and Environmental Engineering at the University of New Hampshire (UNH) in 2019 working with Drs. Jennifer Jacobs and Jo Sias of UNH and Dr. Paul Kirshen of the University of Massachusetts-Boston.

She has more than 20 years' experience in water supply and groundwater modeling and remediation, first with the U.S. Geological Survey and later in environmental consulting. Her recent academic training is in climate-change adaptation and pavement design. Her research interests include climate-change adaptation planning for coastal road infrastructure, specializing in temperature and sea-level-rise-induced groundwater rise and their impacts on pavement life. She introduced a stepwise and flexible adaptation framework for climate-change adaption in flexible pavements and is working on incorporating it into pavement management systems. She is an active member of the Infrastructure and Climate Network (ICNet) a group of climate scientists, transportation practitioners, environmental professionals and academics working together to accelerate climate science and engineering in the Northeast.

University of New England Student Involvement

It is our intention and hope to engage local students with an interest in planning, GIS, and facilitation in the Comprehensive Plan update. It is tremendously valuable to students to gain real world experience observing or assisting with the planning process. Communities also benefit from the enthusiasm, skills, perspectives, and volunteer hours that students can offer.

After speaking with several University of New England (UNE) students who were attending local board and commission meetings in Saco, we reached out to UNE to inquire whether students may be interested in assisting with meeting facilitation. With the approval of the Town of Kennebunkport, we propose to recruit students to help facilitate one or more of the proposed public workshops. All students would be trained and prepared by TZM Planning and EF | Design & Planning at our expense.

Appendix A - Consultant Resumes

Thomas J. Morgan, AICP

TZM Planning
39 Richards Ave, Portsmouth, NH 03801
603.205.2329
tzm7@me.com

1990 - present	Town Planner (8 hours/week), Seabrook, NH. Seabrook is the site of NH's largest expanse of natural sand dunes, NH's second largest salt marsh (1,200 acres), NH's most active commercial fishing port, and the largest nuclear power plant in New England (1,244 MW). Tom chairs the town's Technical Review Committee, comprised of the very capable managers of Seabrook's municipal departments. Due to the town's location along I-95 and its proximity to Massachusetts, Seabrook is subject to enormous commercial pressures, and is presently among the fastest growing retail centers in New England. Mr. Morgan was the sole author of the town's master plan in 1990 and 2000.
2014 - present	Co-Founder, Portsmouth Smart Growth for the 21st Century (PS21). PS21 is nonprofit civic organization that advocates for a vibrant, sustainable, and walkable community (see www.PS21.info). PS21 organizes mobile workshops, walking tours, film showings & discussions, and public lectures.
2013 - present	Commissioner, NH Highway Layout Commission. The commission oversees the acquisition of land for highway expansion projects. Commissioners are appointed by the Governor & Council.
2012 - present	Member, Coastal Adaptation Workgroup (CAW). CAW is a multi-disciplinary group of professionals collaborating to assist communities in New Hampshire's Seacoast region to prepare for extreme weather events and climate change.
2016	Participant, The UN Conference on Housing & Sustainable Urban Development, commonly referred to as Habitat III. City planners from around the world convened in Quito to work on the adoption and implementation of the New Urban Agenda.
2013 - 2016	Commissioner, NH Coastal Risks & Hazards Commission. The Commission was established by the NH Legislature in 2013 to advise on preparations for sea level rise and other coastal hazards. The commission's final report and recommendations are available at nhcrhc.org.
2009 to 2016	Member, Board of Directors, Cooperative Alliance for Seacoast Transportation. COAST is the public transit service provider for 13 municipalities in southeastern NH and southern Maine.
1992 to 2016	Planning Director, Newington, NH. Managed planning and development in a community that is home to NH's largest deep water port, two major electrical generating plants (400 MW& 525 MW), NH's largest bulk petroleum depots (3.1 million barrels), the largest LPG marine terminal on the East Coast, a former USAF Strategic Air Command base (with the longest runway in New England), the retail epicenter of southeastern NH, a bucolic residential district, the first national wildlife refuge in NH, the nation's oldest Town Forest (79 acres), a 183-acre historic district, and one of the highest percentages of protected open space among municipalities in southern NH. Owing in large measure to strategic planning decisions, Newington (in 2016) enjoyed NH's fifth lowest property tax rate ($9.72) and the highest per capita student expenditures ($32,029).

Thomas J. Morgan, AICP

TZM Planning
39 Richards Ave, Portsmouth, NH 03801
603.205.2329
tzm7@me.com

1992	NGO Delegate, The UN Conference on Environment & Development, more commonly known as the Earth Summit, convened in 1992 in Rio de Janeiro, and remains one of the largest-ever gatherings of environmental activists, planning professionals, scientists, diplomats, and government leaders. Some 172 nations were represented, and an unprecedented 116 heads of state attended. Prominent on the agenda were urgent warnings on climate change.
1981 - 1991	Architectural Historian, working on a consulting basis, throughout New England. Qualified as an Architectural Historian by the US Department of the Interior pursuant to 36 CFR Part 61. Guided real estate developers through the intricacies of historic building rehabilitation so as to ensure their qualification for federal tax credits. Advised on 34 projects.
1988 - 1990	Chair, Portsmouth Zoning Board of Adjustment. Adjudicated 1,000+ applications for relief from the city's zoning ordinance, and nine appeals of decisions by the city's Historic District Commission.
1989 - 1990	Planning consultant. Prepared the master plan for the Town of Madbury, NH.
1988 - 1990	Member, Board of Directors, The Housing Partnership. Established in 1988, the Partnership is the premier (non-profit) developer of workforce housing in southeastern New Hampshire.
1986 - 1987	Helmsman, The Edward F. Adams. The 70-foot Adams was constructed in 1982 as a precise replica of a Piscataqua River gundalow, and is typical of those that plied local waters in the18th & 19th centuries.
1982 - 1986	1982 to 1986: Planner, Rockingham Planning Commission, Exeter, NH. Prepared community master plans, in whole or in part, for over a dozen towns in southeastern NH.

Education

MS in Historic Preservation, University of Vermont
BA in History, University of Massachusetts/Amherst

EFD

ELIZABETH F. DURFEE, AICP

planner • scientist • creator

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ABOUT

Liz has experience in the fields of planning, natural resources, and sustainability in the public, non-profit, and private sectors. She is the owner and principal of EF | Design & Planning, LLC, a community and environmental planning and design consulting business in New Hampshire.

Liz seeks to improve the way human activity and natural systems function together through innovative and integrated planning across scales and disciplines. The foundation of her practice is building resiliency and improving quality of life. She aspires to increase the use of visual communication methods and art to enhance projects, public outreach, and community spaces. Collaboration, transparency, quality, and commitment are core aspects of her work.

COMMUNITY & ENVIRONMENTAL PLANNING EXPERTISE

+ Local Land Use Planning & Zoning
+ Master Planning
+ Outreach & Education
+ Visioning
+ Climate Adaptation & Resiliency
+ Hazard Mitigation
+ Watershed & Water Resource Planning
+ Coastal & Waterfront Land Use
+ Green Infrastructure & Stormwater Management
+ Natural Resources Assessment
+ Environmental Permitting
+ Land Conservation
+ Public Health & Active Living
+ Complete Streets
+ EPA Brownfields Assessment
+ Tax Increment Financing
+ EPA Financial Capability Assessment
+ Community Design
+ Mapping & Graphic Design

SOFTWARE SKILLS

InDesign	●●●●●●○○
Photoshop	●●●●●○○○
Illustrator	●●●●●○○○
ArcGIS Mapping	●●●●●●○○
Microsoft Office	●●●●●●●●
Microsoft Project	●●●●○○○○
Social Media	●●●●●●○○

MEMBER

American Institute of Certified Planners
American Planning Association Northern New England Chapter
New Hampshire Planners Association
Town of Newington, NH Conservation Commission
APA Water Resources Outreach & Education Subcommittee

PROFESSIONAL EXPERIENCE

EF | Design & Planning, LLC - Owner & Principal
October 2017 - Present, Newington, NH
+ Supports Town of Madbury Planning Board and Zoning Board of Adjustment as Contract Town Planner
+ Provides ongoing stewardship, mapping, grant writing, and organizational planning consulting services to Moose Mountains Regional Greenways land trust
+ Conducts research, public engagement, and review of local planning documents to prepare a comprehensive Zoning Ordinance Revision for Saco, ME
+ Provides ongoing consulting services in the area of climate adaptation to the Seabrook-Hamptons Estuary Alliance
+ Conducted Situation Assessment of flooding in Hampton, documented past flooding impacts and costs, created and implemented stakeholder interviews, online survey, and workshop to assist the Seabrook-Hamptons Estuary Alliance with engaging stakeholders in long term planning to adapt to sea level rise and flooding
+ Engaged the Acton Wakefield Watersheds Alliance board in an update of their Strategic Plan using tools including a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis

AECOM - Environmental Planner
March 2017 - Present, Chelmsford, MA
+ Provides part-time planning assistance for local and international water resource management and climate adaptation projects, including: population and drinking water demand projections, Environmental and Social Baseline Assessment, USAID Green Infrastructure Guide, EPA Financial Capability Assessments; USAID Climate Risk Management; MA State Hazard Mitigation & Climate Adaptation Plan

Strafford Regional Planning Commission - Senior Regional Planner
2014-2017, Rochester, NH
+ Provided local and regional technical assistance in diverse planning areas
+ Secured and managed contracts, budgets, reports, and subcontractors
+ Developed master plans, zoning ordinances, and build out analyses
+ Engaged the public via visioning sessions, surveys, and workshops
+ Co-managed SRPC Brownfields Program
+ Prepared graphics and formatted documents, posters, and brochures
+ Served as the Interim Planning Director for the Town of Farmington, NH

MI Coastal Zone Management Program & Sea Grant - NOAA Coastal Management Fellow
2011-2013, Lansing, MI
+ Analyzed coastal land use and provided state and local recommendations for preservation of working waterfronts

Urban Ecology Institute - Sustainable Cities Program Assistant & AmeriCorps VISTA
2007-2008, Cambridge, MA
+ Engaged the community and volunteers in urban tree canopy programs

EDUCATION

Master of Urban & Regional Planning - Planning & Physical Design
University of Michigan, Ann Arbor, MI, 2011

Master of Science in Natural Resources & Environment - Sustainable Systems
University of Michigan, Ann Arbor, MI, 2011

Bachelor of Science in Environmental Conservation
University of New Hampshire College of Life Science & Agriculture, Durham, NH, 2006