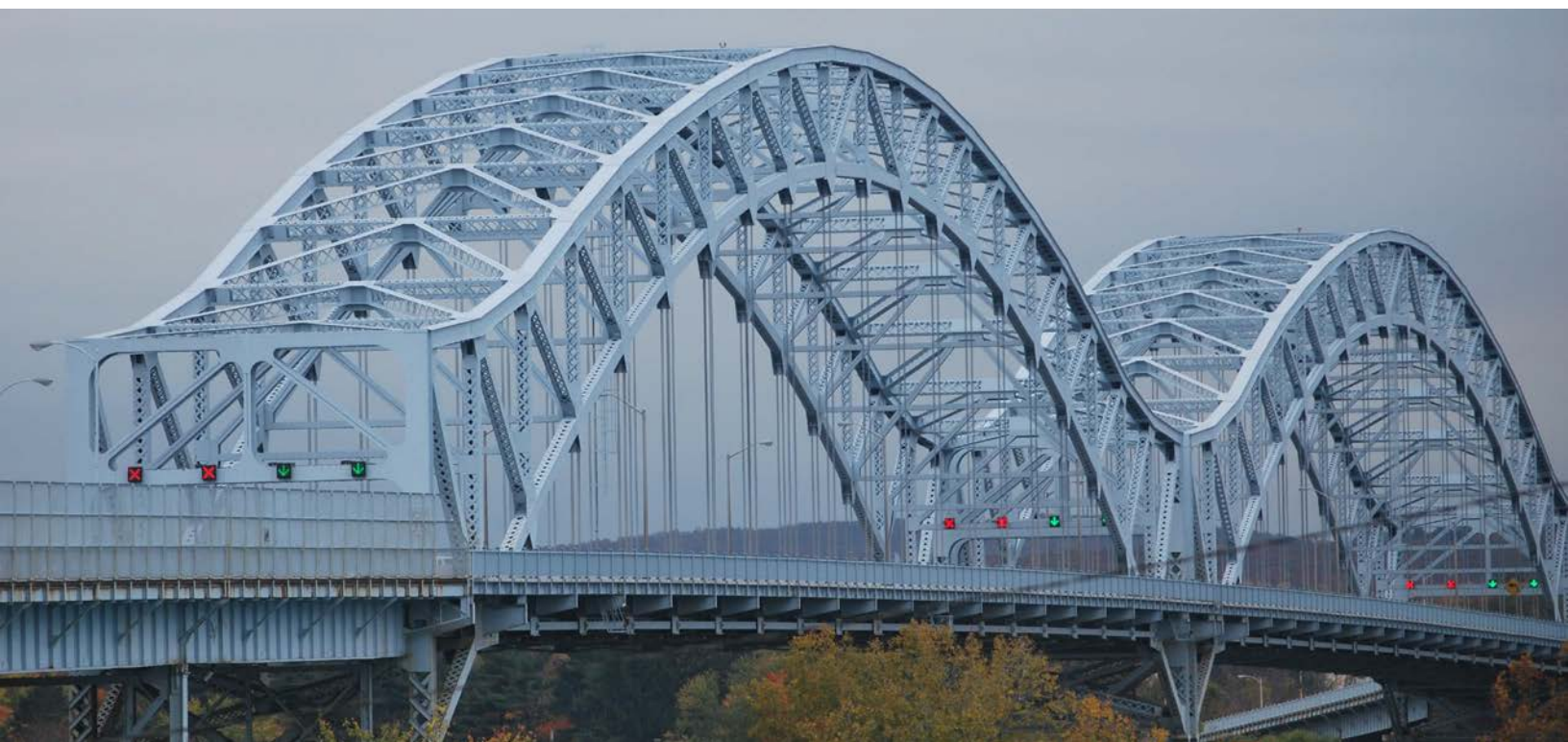




PORTLAND



2016-2026 Plan of Conservation and Development

IMPLEMENTATION ELEMENT

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March 2016

Welcome!

This document is the “Implementation Element” of the 2016-2026 Plan of Conservation and Development (POCD) for Portland. It is a companion document to the “Strategic Element” of the POCD.

The “Strategic Element” identifies:

- desirable strategies related to the future conservation and development of Portland, and
- policies and action items which will help implement those strategies.

This Implementation Element is a working document that outlines the “leaders” and “partners” involved with implementation of the specific policies and action items. While the Strategic Element may remain unchanged over the anticipated 10-year timeframe of the POCD, the Implementation Element should be regularly updated to reflect new action items and/or policies in order to help accomplish POCD strategies.

The Planning and Zoning Commission prepared the POCD with assistance from Portland residents and municipal boards and staff who participated in the process. The Plan is an update of the 2006 POCD.

We hope you will help us implement the Plan!

Sincerely,

Bruce Tyler, Chair
Planning and Zoning Commission

IMPLEMENTATION TABLES

The following pages summarize the strategies, policies and action steps from the “Strategic Element of the POCD.

It is intended that changes to strategies or policies will require an amendment to the POCD and will require adoption as outlined in CGS Section 8-23.

On the other hand, action items are considered to be independent work items that implement POCD strategies. As action items are completed, they will be removed. As new action items are identified, they will be added. It is intended that this will occur frequently as new opportunities are identified.

Since this is a working document and not a policy document by itself, changes to action items will ***NOT*** require an amendment to the POCD or adoption as outlined in CGS Section 8-23.

The tables identify a “leader” for each policy and action step and may include one or more “partners.”

The “leader” is the entity considered most likely to bear responsibility for implementing the policy or completing the action step.

Partners are other entities likely to be involved in implementation.

The legend for “leaders” and “partners” is located on the inside back cover.



FOCUSING ON PRIORITY ISSUES

A. Strengthen The Town Center

A.1. Strengthen the Town Center	<i>Discussed on page 17 of the Strategic Element</i>	
Policies	Leader	Partners
1. Encourage appropriate development and redevelopment within the Town Center.	PZC	DRB EDC
2. Encourage the establishment of a critical mass of activity within the Town Center.	Town	EDC
3. Increase the density of the Town Center with “in-fill” development by increasing the allowable density of buildings in a manner consistent with the Town’s character.	PZC	
4. Encourage housing in and near the Town Center.	PZC	Town
5. Consider participating in the activities of the Connecticut Main Street Center.	Town	EDC
Action Items		
6. Review the Zoning Regulations in order to increase the variety and density of activities allowed within the Town Center	PZC	
7. Work with CT-DOT to improve the intersection of Routes 17, 17A and 66 to accommodate pedestrians, bicyclists, and vehicles.	FS	Staff CSG
8. Identify and establish gateways.	Town	

A.2. Encourage / Require Good Building Design	<i>Discussed on page 18 of the Strategic Element</i>	
Policies	Leader	Partners
1. Encourage and/or require good building design in the Town Center area.	DRB	PZC
2. Encourage / require appropriate building scale.	DRB	PZC
3. Consider requiring that brownstone be used in development / redevelopment projects to the maximum extent practicable.	DRB	PZC
4. Maintain and enhance the manual of design guidelines (building designs to emulate and avoid) to provide guidance to applicants.	DRB	PZC
Action Items		
5. Expand the “village district” to include all areas within the B-3 zone and more areas along Route 66 (or consider another approach) to ensure appropriate development patterns in the Town Center area.	PZC	
6. Establish a Design Review Board or Committee to review proposals in the village district as opposed to a consultant.	PZC	
7. Revisit the building heights in Section 5.5 of the Zoning Regulations and consider limiting to 35 feet unless the Commission grants a Special Permit.	PZC	

A.3. Humanize the Streetscape	<i>Discussed on page 18 of the Strategic Element</i>	
Policies	Leader	Partners
1. Encourage the creation and maintenance of a pedestrian friendly streetscape.	Town	PZC CSG
Action Items		
2. Create a master streetscape vision for Main Street to guide public and private improvements to sidewalks, parking, lighting, etc.	PZC	DRB Town CSG
3. Undertake improvements to the pedestrian environment along Main Street (sidewalks, street furniture, landscaping, etc.).	Town	DOT PW CSG
4. Invoke the sidewalk ordinance, if needed, to compel sidewalk improvements.	BOS	Staff

A.4. Improve Vehicular and Parking Amenities		<i>Discussed on page 21 of the Strategic Element</i>	
Policies	Leader	Partners	
1. Simplify and enhance the design and function of Main Street in terms of traffic and parking.	Town	DOT PW CSG	
2. Maximize shared parking opportunities.	Town	PZC	
3. Improve parking amenities and signage, directing drivers to additional off-street parking.	Town	PW	
Action Items			
4. Review parking standards and revise accordingly.	PZC	LU	
5. Undertake a Town Center parking plan.	PZC	Town CSG	
6. Consider Town ownership and/or maintenance of Main Street (or “un-number” the State highway).	BOS	PW Staff	

A.5. Organize Activities In The Town Center		<i>Discussed on page 21 of the Strategic Element</i>	
Policies	Leader	Partners	
1. Encourage and schedule more events and activities in the Town Center to improve its overall function and personality.	Town	PRC CoC EDC	
Action Items			
2. Implement actions to organize activities in the Town Center.	Town	Staff	

B. Promote Appropriate Redevelopment of Elmcrest

B.1. Promote Appropriate Redevelopment of Elmcrest		<i>Discussed on page 24 of the Strategic Element</i>	
Policies	Leader	Partners	
1. Promote appropriate redevelopment of the Elmcrest site in ways that will contribute to and enhance the overall community.	Town	PZC EDC	
Action Items			
2. Implement actions for redevelopment of the Elmcrest that follow the design concepts contained in the final VCI study report that was endorsed by Portland’s Board of Selectmen.	PZC	LU EDC	

C. Continue To Enhance The Riverfront

C.1. Promote Riverfront Redevelopment		
<i>Discussed on page 25 of the Strategic Element</i>		
Policies	Leader	Partners
1. Promote redevelopment of the riverfront to create a pedestrian friendly environment with recreational amenities	Town	PZC PRC
2. Work with private and public partners to promote redevelopment of the riverfront with recreational and limited mixed-uses.	Town	PZC PRC
Action Items		
3. Implement actions to promote riverfront redevelopment.	Town	Staff

C.2. Enhance Connections To The Town Center		
<i>Discussed on page 26 of the Strategic Element</i>		
Policies	Leader	Partners
1. Maintain and enhance physical links between the Town Center and the Riverfront.	Town	Staff CSG
2. Continue to link parking areas, public access points, and visitor attractions via an overall network designed to accommodate pedestrians and bicycles.	Town	Staff CSG
3. Enhance the pedestrian environment through street furniture, fencing, street plantings, pedestrian scale lighting, crosswalks, signage, and sidewalk improvements.	Town	PW DOT CSG
4. Consider turning Silver Street into a cul-de-sac with access only from Main Street in order to simplify and organize traffic circulation in the Riverfront area.	BOS	PZC
Action Items		
5. Implement actions to enhance connections to the Town Center.	Town	LU

C.3. Enhance the Riverfront		
<i>Discussed on page 28 of the Strategic Element</i>		
Policies	Leader	Partners
1. Continue efforts to better integrate the riverfront into the overall fabric of the community.	Town	Staff
2. Continue to acquire riverfront open space as opportunities present themselves.	Town	PRC
3. Encourage the preservation of land as open space in areas prone to flooding, such as the Wangunk Meadows.	Town	PRC CC
Action Items		
4. Implement actions to enhance the riverfront.	Town	Staff

D. Address Industrial Zoning

D.1. Address Industrial Zoning		<i>Discussed on page 29 of the Strategic Element</i>	
Policies	Leader	Partners	
1. Ensure that appropriate industrial development is allowed, encouraged, and supported.	PZC	EDC	
2. Evaluate the appropriate strategy for the Planned Industrial district.	PZC	LU EDC	
Action Items			
3. Review the zoning in the Industrial District.	PZC	LU EDC	

E. Establish The Air Line Trail

E.1. Establish The Air Line Trail		<i>Discussed on page 30 of the Strategic Element</i>	
Policies	Leader	Partners	
1. Establish the Air Line Trail in Portland.	ATC	Town	
2. Establish connections from the Air Line Trail to the Town Center.	ATC	Town CSG	
3. Establish connections from the Air Line Trail to East Hampton, Middletown and Glastonbury.	ATC	Town CSG	
Action Items			
4. Extend the Air Line Trail to the Town Center.	ATC	Town CSG LU EDC	



PROTECTING IMPORTANT RESOURCES

F. Protect Natural Resources

F.1. Protect Water Quality	<i>Discussed on page 32 of the Strategic Element</i>	
Policies	Leader	Partners
1. Continue to protect water quality.	Town	IWC APA WSC
2. Maintain regulations to protect identified aquifer protection areas.	APA	LU
3. Continue to ensure that local septic systems function effectively.	HD	
Action Items		
4. Amend local regulations to include “low impact development” (LID) strategies and reduce the water quality of impacts of new development.	PZC	LU
5. Consider extending water quality provisions from the State-defined aquifer protection areas to other parts of Portland.	PZC	LU HD
6. Conduct public education about protecting water quality (including reducing fertilizer, herbicide and pesticide use).	CC	HD IWC

F.2. Protect Other Water Resources		<i>Discussed on page 33 of the Strategic Element</i>	
Policies	Leader	Partners	
1. Continue to preserve riparian buffers along wetlands and watercourses.	IWC	PZC CC	
2. Maintain upland review areas and vegetated buffers adjacent to wetlands and watercourses in order to protect these resources.	IWC	Staff CC	
3. Maintain regulations regulating the placement of structures near water resources.	IWC	PZC	
4. Maintain floodplain regulations to manage activities in areas prone to flooding.	PZC	Staff	
Action Items			
5. Develop use restrictions for Portland Reservoir to help prevent contamination.	Town	Staff CC	
6. Consider a Pond Overlay Zone.	PZC	LU CC	

F.3. Protect Other Natural Resources		<i>Discussed on page 34 of the Strategic Element</i>	
Policies	Leader	Partners	
1. Continue to protect other important natural resources in Portland.	CC	PZC	
2. Seek to maintain unfragmented forest areas for wildlife habitat and community character.	CC	PZC	
3. Protect “fanglomerates” and other unique geologic formations in Portland.	CC	PZC	
4. Continue to require applicants in NDDB areas seek input from the DEEP prior to obtaining local permits.	PZC	LU	
5. Discourage the introduction of non-native species in Portland.	PZC	LU	
Action Items			
6. Maintain the “Natural And Cultural Resources / Open Space And Recreation” document from the year 2000.	CC	LU	

G. Preserve Open Space

G.1. Preserve Desirable Open Spaces	<i>Discussed on page 37 of the Strategic Element</i>	
Policies	Leader	Partners
1. Continue efforts to preserve open space in Portland.	CC	BOS
2. Maintain an inventory of existing open spaces.	CC	BOS LU
3. Establish an interconnected system of open space in order to create greenway trails and wildlife corridors.	CC	PZC
4. Continue efforts to establish a regional open space resource along the Connecticut River.	CC	PZC DEP BOS
5. Support efforts (such as those by the State of Connecticut) to increase the amount of preserved open space along the Connecticut River, especially in the Wangunk Meadows and Pecauset Pond areas.	CC	PZC DEP BOS
6. Expand access to the Connecticut River for people and boats.	Town	PRC BOS
7. Encourage expansion of the Meshomasic State Forest and the acquisition / preservation of adjacent properties.	Town	DEP BOS
Action Items		
8. Identify desirable open space areas for future preservation.	CC	LU
9. Develop appropriate river access points for canoes, kayaks and boats.	Town	PRC BOS
10. Maintain open space areas appropriate for their use and activity.	Town	Staff BOS
11. Seek to provide water access for fishing and boating (such as canoes and kayaks).	Town	PRC BOS

G.2. Enhance Open Space Preservation Tools	<i>Discussed on page 38 of the Strategic Element</i>	
Policies	Leader	Partners
1. Seek to maximize the preservation of open space as part of new development.	PZC	LU
2. Be prepared to preserve open space areas as opportunities arise.	Town	CC
3. Continue to collaborate with other organizations to preserve and manage open space properties.	CC	DEP Staff
4. Continue to seek grants for preservation of desirable open space areas.	CC	LU
5. Promote “open space development” patterns when residential development occurs.	PZC	LU CC
6. Encourage open space philanthropy.	CC	
7. Contribute funds for open space preservation from the operating budget or a bond issue.	BOS	CC
Action Items		
8. Create an Open Space Fund to set aside funds for open space preservation.	BOS	CC
9. Adopt a fee-in-lieu-of-open space provision in the subdivision regulations.	PZC	LU CC BOS
10. Adopt regulations to allow off-site dedication of open space.	PZC	LU CC BOS
11. Increase the open space set-aside requirement in a subdivision from 15 percent to 20 percent.	PZC	LU CC

H. Support Farms And Farming

H.1. Support Farms And Farming	<i>Discussed on page 40 of the Strategic Element</i>	
Policies	Leader	Partners
1. Continue to support farms and farming in Portland.	Town	DOA
2. Encourage local farms to participate in the Connecticut Farmland Preservation Program.	Town	DOA
3. Continue the farm assessment program (P.A. 490) in order to help farms and farming.	Town	
4. Seek to preserve farmland soils of statewide significance and those identified by the US Department of Agriculture as local important farmland.	Town	LU
Action Items		
5. Review local regulations to understand whether they reflect current farming needs.	PZC	LU
6. Adopt a “right-to-farm” policy to protect agricultural uses.	BOS	

I. Preserve Historic Resources

I.1. Continue to Protect Historic Resources		<i>Discussed on page 42 of the Strategic Element</i>	
Policies	Leader	Partners	
1. Continue to protect historic resources.	Town	PHS PZC	
2. Work with property owners and other partners to maintain, restore, and promote Portland’s historic resources.	Town	PHS PZC	
3. Maintain the Historic Resources Inventory.	PHS	LU	
4. Consider establishment of a local historic district supported by affected property owners.	Town	PHS	
5. Add additional sites and structures to the Historic Resources Inventory as appropriate.	PHS		
Action Items			
6. Implement actions to protect historic resources.	Town	PHS PZC	
7. Place a map on the Town Green pointing out historic buildings and sites.	Town	PHS PRC	

I.2. Adjust Adaptive Reuse Strategies		<i>Discussed on page 44 of the Strategic Element</i>	
Policies	Leader	Partners	
1. To help preserve historic structures, allow for adaptive reuse when and where appropriate.	PZC	LU PHS	
Action Items			
2. Review the effectiveness of Section 10.6 of the zoning regulations and see if there are ways to create more “carrots” that will encourage developers and property owners to preserve historic buildings.	PZC	LU PHS	

I.3. Preserve And Celebrate Portland's Quarries		<i>Discussed on page 45 of the Strategic Element</i>	
Policies	Leader	Partners	
1. Seek to preserve and celebrate Portland's quarries.	Town	BEDP PHS	
2. Collect and retain artifacts, and mineral samples from the Town's historic quarries for inclusion in a quarry preservation museum.	Town	BEDP PHS	
3. Consider ways to preserve remaining quarry sites to the extent possible.	Town	BEDP PHS	
4. Consider ways to establish a local quarry museum.	Town	BEDP PHS	
Action Items			
5. Implement actions to preserve and celebrate Portland's quarries.	Town	BEDP PHS	

I.4. Protect Archeological Resources		<i>Discussed on page 46 of the Strategic Element</i>	
Policies	Leader	Partners	
1. Maintain an archeological sensitivity map.	PZC	LU	
2. Collaborate with organizations involved in archeological research.	Town	PHS	
Action Items			
3. Change regulations to require new development in areas with high archeological sensitivity to contact the Office of the State Archeologist.	PZC	LU	

J. Preserve Character Resources

J.1. Preserve Scenic Resources		
<i>Discussed on page 48 of the Strategic Element</i>		
Policies	Leader	Partners
1. Continue efforts to preserve scenic views and vistas.	Town	PZC CC
2. Encourage maintenance of the scenic view or vista when threatened by a development.	PZC	CC LU
Action Items		
3. Update the Scenic Resources Plan for views, vistas, roads and other scenic resources.	CC	LU
4. Consider adopting a scenic road ordinance.	BOS	CC Staff

J.2. Preserve Undeveloped Land		
<i>Discussed on page 50 of the Strategic Element</i>		
Policies	Leader	Partners
1. Continue to use the PA 490 program to help preserve undeveloped land longer.	Town	CC
Action Items		
2. Consider adopting a PA-490 assessment program for forest parcels less than 25 acres in size or for other undeveloped lands.	BOS	Staff CC

J.3. Protect Portland's Trees		
<i>Discussed on page 50 of the Strategic Element</i>		
Policies	Leader	Partners
1. Continue to protect and preserve trees in Portland. Establish a tree replacement protocol to address felled trees.	Town	Staff CC
2. Protect the "notable trees" in Portland.	PZC	LU CC
Action Items		
3. Explore and implement appropriate tree protection strategies.	Town	Staff CC PW

J.4. Enhance The Design Review Process		<i>Discussed on page 51 of the Strategic Element</i>	
Policies	Leader	Partners	
1. Maintain a design review process.	PZC	LU	
Action Items			
2. Establish a Design Review Committee to help guide applicants and implement the design guidelines.	PZC	LU Town	
3. Extend design review to new commercial, industrial, multi-family, and institutional development in areas outside the “village district.”	PZC	DRB	
4. Adjust the design guidelines to guide projects outside of the village district area.	DRB	PZC	

J.5. Preserve Other Character Elements		<i>Discussed on page 51 of the Strategic Element</i>	
Policies	Leader	Partners	
1. Promote local programs and events to raise Portland’s visibility as a special place and add to community spirit and character.	Town	CVC EDC	
2. Maintain a community calendar on the Town’s internet web site to inform people of upcoming events.	Town	EDC	
3. Encourage and support local organizations that help build community spirit.	Town	EDC	
4. Seek to preserve historic stone walls.	PZC	LU PW PHS	
5. Continue to manage illumination and protect night skies from light pollution.	PZC	LU	
6. Ensure reclamation / restoration of sand and gravel excavation sites for appropriate future uses.	PZC	LU	
Action Items			
7. Review sand and gravel excavation regulations.	PZC	LU	

K. Promote Sustainability / Resiliency

K.1. Promote Sustainability	<i>Discussed on page 52 of the Strategic Element</i>	
Policies	Leader	Partners
1. Promote energy conservation / sustainability.	CETF	Town
2. Promote water conservation.	CC	WSC
3. Promote waste reduction / recycling.	Town	PW
4. Educate residents about sustainability concepts.	CC	BOS
Action Items		
5. Investigate opportunities to install additional solar panels on Town facilities.	CETF	BOS

K.2. Promote Resiliency	<i>Discussed on page 52 of the Strategic Element</i>	
Policies	Leader	Partners
1. Continue to review and improve hazard mitigation plans for recurring events, such as flooding.	Town	Staff
2. Continue to review and improve emergency preparedness plans.	Town	Staff
Action Items		
3. Assess the vulnerability of infrastructure (e.g., utilities, transportation, structures) to natural events, prepare for recurring events, and respond to such events when they occur.	Town	PW WSC
4. Consider ways to provide redundant power supplies for shelters and other community facilities.	Town	PW FD



GUIDING APPROPRIATE DEVELOPMENT

L. Promote Economic Development

L.1. Support Existing Businesses		<i>Discussed on page 54 of the Strategic Element</i>	
Policies	Leader	Partners	
1. Continue and enhance effort to support local businesses and encourage them to thrive.	EDC	Town CoC	
2. Establish and maintain relationships with local businesses and business organizations in order to understand issues and opportunities.	EDC	Town CoC	
3. Identify a Town staff-person or agency to be the “ambassadors” if local businesses have issues to be considered.	EDC	Town CoC	
4. Encourage residents to “buy local.”	EDC	Town CoC	
5. Continue to allow for appropriate home-based businesses.	PZC	LU EDC	
Action Items			
6. Establish and maintain a directory of local businesses.	EDC	Town	
7. Continue programs to highlight local businesses so that residents and other businesses are familiar with them.	EDC	Town CoC	

L.2. Address Business Zones, Locations And Uses		<i>Discussed on page 56 of the Strategic Element</i>	
Policies	Leader	Partners	
1. Establish and maintain regulations which encourage or allow compatible development.	PZC	LU	
2. Carefully evaluate the impacts of “big box” retail establishments since such uses may harm efforts to strengthen and enhance the Town Center and may contribute to the loss of Portland owned and operated businesses.	PZC	LU EDC	
Action Items			
3. Review zoning designations and regulations for the land along Route 66.	PZC	LU EDC	

L.3. Attract New Economic Development		
<i>Discussed on page 58 of the Strategic Element</i>		
Policies	Leader	Partners
1. Promote new economic development that is compatible with the overall character of, and vision for, Portland.	EDC	PZC DRB
2. Consider promoting other forms of economic development such as hospitality, lodging, age-related housing and tourism.	EDC	PZC DRB
Action Items		
3. Identify historic, recreational, and sporting attractions for the Town through signage and markers.	EDC	Town PRC

L.4. Support Economic Development Efforts		
<i>Discussed on page 59 of the Strategic Element</i>		
Policies	Leader	Partners
1. Support economic development opportunities that arise.	EDC	Town
2. Maintain an Economic Development Commission to advocate on behalf of economic development opportunities.	Town	
3. Maintain and consider expanding economic development staffing / functionality within the Town.	EDC	Town BOS
4. Promote the availability of tax incentives for businesses that choose to build new buildings in Portland.	BOS	EDC
5. Simplify the land use approval process when and where possible.	PZC	LU EDC
Action Items		
6. Implement actions to support economic development efforts.	Town	Staff EDC BOS

M. Guide Residential Development

M.1. Protect Existing Neighborhoods		
<i>Discussed on page 61 of the Strategic Element</i>		
Policies	Leader	Partners
1. Protect the character and integrity of residential neighborhoods.	Town	Staff
Action Items		
2. Implement actions to protect existing neighborhoods.	Town	Staff

M.2. Encourage Conservation Subdivisions		
<i>Discussed on page 61 of the Strategic Element</i>		
Policies	Leader	Partners
1. Continue to encourage the use of conservation subdivisions.	PZC	LU CC
Action Items		
2. Consider requiring that conservation subdivisions be the “default” approach in outlying areas of Portland and that conventional subdivisions require a special permit.	PZC	LU CC

M.3. Manage Multi-Family Conversions		
<i>Discussed on page 62 of the Strategic Element</i>		
Policies	Leader	Partners
1. Continue to manage the conversion buildings to multi-family uses within the Town Center.	PZC	LU
Action Items		
2. Review Section 9.3 of the Zoning Regulations to ensure the intended purpose is being achieved.	PZC	LU
3. Adopt an ordinance to prohibit parking in the front yard on key streets unless approved by the Planning and Zoning Commission.	BOS	PZC DOT

M.4. Address Housing Needs		<i>Discussed on page 64 of the Strategic Element</i>	
Policies	Leader	Partners	
1. Recognize the need for housing options for an aging population.	Town	PZC HA SCB	
2. Recognize the need for housing options for a diversity of incomes.	Town	PZC HA	
3. Monitor the availability of adequate housing options for seniors.	Town	PZC HA SCB	
Action Items			
4. Explore ways to diversify Portland's housing portfolio.	Town	PZC HA SCB	



ADDRESSING INFRASTRUCTURE NEEDS

N. Address Community Facility Needs

N.1. Address Community Facility Needs	<i>Discussed on page 68 of the Strategic Element</i>	
Policies	Leader	Partners
1. Maintain a planning process for anticipating and prioritizing community facility needs.	Town	BOS BOE LBD / PL PD SCB YSB
2. Maintain the buildings and facilities already existing, including adding staffing as needed.	Town	BOS BOE
3. Update municipal facilities to meet anticipated needs.	Town	BOS BOE
4. Implement the Parks and Recreation Master Plan, especially in terms of the Route 17 Portland Town Park.	Town	BOS PRC
5. Maintain adequate staffing for fire and emergency medical services (EMS).	Town	FD
6. Monitor school enrollment trends and projections.	BOE	
7. For all municipal facilities, consider acquiring additional land adjacent to each facility as it becomes available in order to be able to provide for possible future expansion.	Town	BOS BOE
Action Items		
8. Implement actions to address community facility needs.	Town	BOS BOE

O. Address Vehicular Transportation

O.1. Maintain and Improve Roadway Conditions		
<i>Discussed on page 70 of the Strategic Element</i>		
Policies	Leader	Partners
1. Continue to address roadway safety and other conditions as they arise.	Town	PW
2. Consider traffic calming approaches if needed to protect the quality of life in residential neighborhoods.	Town	PW CSG
3. Maintain road pavements as cost effectively as possible over the lifecycle of the road	Town	PW
Action Items		
4. Implement actions to maintain and improve roadway conditions.	Town	PW

O.2. Maintain A Functional Road Network		
<i>Discussed on page 72 of the Strategic Element</i>		
Policies	Leader	Partners
1. Continue to work with regional and state agencies to maintain and improve the overall roadway network.	Town	PW COG DOT
2. Ensure that there are reasonable connections within and between future subdivision roads and that cul-de-sac streets are minimized.	PZC	LU. PW FD
Action Items		
3. Implement actions to maintain a functional road network.	Town	PW

P. Support Walking

P.1. Support Walking	<i>Discussed on page 73 of the Strategic Element</i>	
Policies	Leader	Partners
1. Aspire to be a pedestrian-friendly community	Town	PW CSG
2. Ensure that adequate and safe pedestrian crosswalks are provided in appropriate places.	Town	PW CSG DOT
3. Close gaps in discontinuous sidewalks.	Town	PW CSG DOT
4. Enforce the existing sidewalk maintenance ordinance.	Town	PW
Action Items		
5. Develop and implement a sidewalk improvement program.	Town	PW
6. Implement recommendations of the “Complete Streets” Committee.	Town	CSG
7. Adopt a “complete streets” plan.	Town	CSG
8. Identify who is responsible for sidewalk repairs on Main Street and compel them to complete them.	Town	PW DOT

Q. Support Cycling

Q.1. Support Cycling		<i>Discussed on page 74 of the Strategic Element</i>	
Policies	Leader	Partners	
1. Aspire to be a bicycle-friendly community	Town	PW CSG	
2. Create an overall system of bicycle routes in Portland.	CSG	PW PD	
3. Accommodate bicycles whenever practical in road and site development projects.	PZC	LU	
4. Narrow travel lanes and create bicycle lanes where possible.	PW	DOT CSG	
5. Establish formal bike lanes with medians where space is available.	PW	DOT CSG	
6. Work with CTDOT to include bike lanes on all state roads in Portland.	PW	DOT CSG	
Action Items			
7. Implement recommendations of the “Complete Streets” Committee.	Town	CSG	
8. Seek designation as a “bicycle-friendly community”.	Town	CSG	

R. Enhance Transit Services

R.1. Enhance Transit Services		<i>Discussed on page 74 of the Strategic Element</i>	
Policies	Leader	Partners	
1. Maintain and enhance transit services.	Town	COG DOT	
2. Monitor transit usage since demand may increase as the age composition of the community changes.	Town	COG DOT	
Action Items			
3. Implement actions to enhance transit services.	Town	COG DOT	

S. Provide For Utility Services

S.1. Maintain And Enhance the Sewer System		<i>Discussed on page 76 of the Strategic Element</i>	
Policies	Leader	Partners	
1. Maintain and enhance the current sewer infrastructure in the community.	WSC	Town	
2. If necessary to protect public health, extend sewer service to residential areas experiencing a high incidence of septic failures.	WSC	HD Town	
Action Items			
3. Investigate expanding the sewer service area to promote economic development.	Town	EDC PZC WSC	
4. Adjust sewer usage rates to provide revenues that meet expenditures.	Town	WSC	
5. Provide staffing/resources to maintain sewer infrastructure.	Town	PW WSC	

S.2. Maintain And Enhance the Water System		<i>Discussed on page 78 of the Strategic Element</i>	
Policies	Leader	Partners	
1. Maintain and enhance the current water infrastructure in the community.	WSC	Town	
2. Improve water service in the Town Center.	WSC	Town	
Action Items			
3. Revise the Subdivision Regulations to require underground storage tanks connected to dry hydrants for subdivisions in areas not served by public water.	PZC	LU	
4. Investigate the costs and benefits of different water supply approaches.	Town	WSC	
5. Adjust water usage rates to provide revenues that meet expenditures.	BOS	WSC	
6. Provide staffing/resources to maintain water infrastructure.	Town	PW	

S.3. Manage Stormwater Runoff		<i>Discussed on page 79 of the Strategic Element</i>	
Policies		Leader	Partners
1.	Address the water quantity and water quality impacts of stormwater runoff.	Town	PZC IWC CC
2.	Address outstanding drainage issues within the community.	Town	PW
Action Items			
3.	Incorporate LID approaches into local regulations.	PZC	LU

S.4. Address Other Infrastructure Needs		<i>Discussed on page 80 of the Strategic Element</i>	
Policies		Leader	Partners
1.	Work to make natural gas service available within more areas of Portland in the future.	Town	EDC Staff
2.	Seek to find an appropriate balance between tree-lined streets and electrical reliability.	Town	PW Staff
3.	Seek to place electrical lines underground, especially within the Town Center, as opportunities present themselves.	Town	Staff
4.	Seek ways to enhance the capacity and speed of wired communication services.	Town	Staff
5.	Seek to enhance the coverage, capacity and speed of wireless communication services.	Town	Staff
6.	Find an appropriate balance between a rural landscape and the quality and reliability of wireless communications.	Town	Staff
Action Items			
7.	Develop a tower siting preference policy for wireless communications.	Town	PZC LU



IMPLEMENTATION

T. Implement The Plan

T.1. Implement The Plan		
<i>Discussed on page 81 of the Strategic Element</i>		
Policies	Leader	Partners
1. Make implementation of the Plan an ongoing priority.	Town	PIC LCP PZC
2. Maintain the POCD by regularly reviewing the policies and action items associated with the different strategies.	PZC	PIC
Action Items		
3. Use implementation tables to prepare an annual implementation program of issues to be addressed by boards and commissions.	PIC	BOS PZC

T.2. Create A Plan Implementation Committee		
<i>Discussed on page 82 of the Strategic Element</i>		
Policies	Leader	Partners
Action Items		
1. Establish a Plan Implementation Committee to help implement the POCD.	BOS	Town PZC

T.3. Use the Plan To Guide Municipal Spending	<i>Discussed on page 83 of the Strategic Element</i>	
Policies	Leader	Partners
1. Use the POCD as a basis for land use decisions by the Planning and Zoning Commission and Zoning Commission.	PZC	LU
2. Use the POCD as a guide when reviewing referrals of municipal improvements under CGS Section 8-24.	PZC	BOS LCP

T.4. Promote Inter-Municipal Cooperation	<i>Discussed on page 83 of the Strategic Element</i>	
Policies	Leader	Partners
1. Continue to work with other towns in the region, the Council of Governments, the State of Connecticut, and other agencies to explore opportunities where common interests coincide.	Town	COG OPM DOT

T.5. Use the Plan To Guide PZC Decisions	<i>Discussed on page 83 of the Strategic Element</i>	
Policies	Leader	Partners
1. Use the POCD as a basis for land use decisions by the Planning and Zoning Commission and Zoning Commission.	PZC	LU
2. Use the POCD as a guide when reviewing referrals of municipal improvements under CGS Section 8-24.	PZC	BOS LCP

T.6. Update Zoning and Subdivision Regulations	<i>Discussed on page 84 of the Strategic Element</i>	
Action Items		
3. Undertake a comprehensive review of the subdivision regulations.	PZC	LU Town
4. Undertake a comprehensive review of the zoning regulations and zoning map.	PZC	LU Town

Designations For Leaders And Partners In The Policies / Action Items Tables

Listed alphabetically

ATC	Air Line Trail Steering Committee	IWC	Inland Wetlands Commission
APA	Aquifer Protection Agency (PZC)	LBD	Library Board of Directors
BOE	Board of Education	LCP	Long Range Capital Planning Commission
BOS	Board of Selectmen	LU	Land Use / Planning / Zoning Staff
BEDP	Brownstone Exploration and Disc. Park Adv. Comm. / Brownstone Quorum	OPM	CT Office of Policy and Management
CC	Conservation Commission	PD	Police Department
CETF	Clean Energy Task Force	PHS	Portland Historical Society
CoC	Chamber of Commerce	PIC	Plan Implementation Committee (NEW)
COG	Lower CT River Valley Council of Gov.	PL	Portland Library
CSG	Complete Streets Group	PRC	Parks & Recreation Commission
CVC	CT River / Shoreline Visitors Council	PW	Public Works / Highways Department
DEP	CT Dept. of Energy and Env. Protection	PZC	Planning & Zoning Commission
DOA	CT Department of Agriculture	SCB	Senior Citizens Advisory Board
DOT	CT Department of Transportation	Staff	Town Staff
DRB	Design Review Board (NEW)	Town	Multiple Town agencies under the general guidance of the BOS
EDC	Economic Development Commission	WSC	Water and Sewer Commission
FS	First Selectman	YSB	Youth Services Advisory Board
FD	Fire Department	ZBA	Zoning Board of Appeals
HA	Housing Authority		
HD	Health Department		

