



INTRODUCTION

In preparation for an update to the City of South Portland Comprehensive Plan, City staff and the Comprehensive Plan Implementation Committee (CPIC) conducted a detailed audit of the [2012 Comprehensive Plan](#) (Comp Plan) throughout the fall of 2021 and winter of 2022.

The Comp Plan covers thirteen general “elements” – or topic areas – and a detailed land use element (contained in Chapter 5 of the Comp Plan, and Chapter 6 - Land Use Goals & Policies, respectively). Each element contains goals/objectives, which are summarized in the following *2012 Comp Plan Summary*. Corresponding policies and implementation activities are also outlined for most goals/objectives.

The audit reviews policies and implementation activities under each goal/objective, and provides input on current perspectives on the 2012 policies: have the policies worked (or not), insight on implementation, and recommendations for the future. The input and recommendations are captured in the audit below, starting on page 7, and color-coded as follows:

1. Policies that appear to remain relevant to the community and **should be carried forward (possibly with modifications)** in the Comp Plan update.
Denoted in the audit as “**Recommendation: Carry forward – modifications possible**”
2. Policies that **should be removed** in the next Comp Plan for a variety of reasons; perhaps the policies were successfully executed, or they may no longer be relevant.
Denoted in the audit as “**Recommendation: Remove**”
3. Policies that **need significant further discussion** to determine if they are relevant for the next Comp Plan.
Denoted in the audit as “**Recommendation: Needs discussion**”

In addition to the in depth review with the CPIC, the Planning Division reviewed the audit with the Planning Board, Human Rights Commission, Senior Steering Implementation Committee, Affordable Housing Committee, Transit Advisory Committee, Bike/Pedestrian Committee, Conservation Commission, Open Space Acquisition Committee, Economic Development Committee, Public Arts Committee, and Historic Preservation Committee. A workshop with the City Council is scheduled for March 8, 2022 and public meetings are anticipated in late Spring, 2022.

The discussions on the audit illuminated several special focus areas/topics, policy gaps and deficiencies, broad questions about the future of South Portland, and areas requiring technical expertise to ensure the Comp Plan update provides effective guidance. The discussions are compiled into several initial takeaways, outlined below. The audit will ultimately serve as a reference document for the community during the Comp Plan update process, and the takeaways will inform the scope of work for the forthcoming Request for Proposals (RFP) from consultants to support the preparation of the Comp Plan update. The lessons learned through the audit will ensure the City is sufficiently prepared to conduct an inclusive planning process, which produces a new Comp Plan that reflects broad community input, addresses pertinent issues for the coming 12 years, while being actionable, realistic, and meaningful.

KEY INITIAL TAKEAWAYS

The information gathered through the review of the audit is being used to help the City create a Request for Proposals (RFP) for consultant services to update the plan. The RFP must outline a scope and the necessary technical skills required from a consultant team to ensure the planning effort has the right resources to create a new Comp Plan that reflects broad community input and addresses pertinent issues for the coming 12 years, while being actionable, realistic, and meaningful.

The Planning Division staff and the CPIC have highlighted several key takeaways for the Comp Plan update process. These takeaways will continue to be refined as outreach continues through Spring, 2022. The takeaways include:

- **EQUITY** – Equity, diversity, and inclusion (DEI) will be integral aspect of the updated Comp Plan; a consultant experienced in DEI will be required.

This would mean a planning process wherein:

- There is a mandatory task to review planning alternatives with an (external) stakeholder group focused on equity. The consultants would need to be present for this meeting. The exploration of alternatives phase in the planning process is critical: it describes multiple possible approaches to achieving the community's broad vision. This phase would be the best time to bring in an impartial body with a trained eye toward DEI issues in land use planning, so that the City can explore inequities that may be embedded in proposed policies.
 - There is a mandatory task near the end of the two-year planning process (when the draft Plan is in place) to have a DEI consultant review the final wording and expression of policies in the plan. This would be part of the staff review period. This step will ensure that inclusive language has been incorporated throughout.
- **ENGAGEMENT** – The Comp Plan update process will require a multi-faceted engagement program. The RFP shall provide a menu of engagement options for the consultants to work off of, and a robust and creative engagement proposal will be given significant priority in the evaluation of RFP responses.

This would mean a planning process involving:

- An ongoing Ambassador program that helps connect with residents that do not or cannot connect through traditional engagement channels.
- Translation services in at least three languages
- Volunteer recruitment and management for direct, face-to-face engagement.
- Multiple neighborhood-level meetings as well as community-wide meetings.
- Well-developed engagement materials for key discussions (visual surveys, and interactive density-exploration exercises), and software tools.
- Hosting events
- Small and (COVID-friendly) large meetings
- Online engagement (social media)
- Surveys & polling

- Focus groups
 - Interaction with City committees
 - Leveraging stakeholders and representative groups to connect with hard to reach populations (i.e. the Ambassador Program)
 - Community forums involving the City Council, as well as State legislative delegates, City committee representatives, residents, business owners, the development community, and housing providers, among others.
 - Establishing kiosks and other physical interventions in the community that provide people a means to share input.
 - Coordinating community/neighborhood walks and tours
 - Advertising and connecting through radio and television media
 - Consistent branding for the effort and maintaining intentional, reliable, and recognizable communication on the planning effort.
- **ECONOMIST** – Three key questions continually arose during discussions that will likely require the support of an economist:
 - Financing and supporting an effective (and improved) transit system;
 - Paying for transportation and utility infrastructure to supports desirable forms of growth; and
 - Preparing for “cumulative/incremental development” and associated infrastructure strain. There is a likely a detailed impact fee structure that will need to be explored in the planning process to make this long range capital improvement planning possible.
 - **INFRASTRUCTURE/CIRCULATION** – There is a recognition that South Portland is highly developed and that growth will need to be highly strategic and carefully executed. This may mean the community wants to prioritize focused areas for bold growth (condensed and intense), or dispersed growth but of a less bold nature (extensive but less intense), or some hybrid in between. If focused and intense development is prioritized, the Comp Plan must be realistic about supporting that growth and will need to deeply explore the implications of targeted growth on the public services, infrastructure, and natural resources in those growth areas.

This would potentially mean a planning process that includes:

- Task(s) to run a detailed charrette, with development feasibility studies to identify barriers to growth and the means/policies to address those barriers.
- **ECONOMIC (RE)DEVELOPMENT** – The City Council has given direction to examine the City’s waterfront carefully in the Comp Plan update, and to prepare much more detailed policies for the Cash Corner neighborhood where economic development and residential development land uses intersect. In order to make sure the community’s vision for the waterfront and specific neighborhoods is achievable, the planning process needs a strong understanding of the incentives and regulations that would help move private property owners in the community’s desired direction.
This would potentially mean a planning process wherein:
 - The public engagement options help build public awareness to economic (re)development realities. This will help build a vocabulary and shared



understanding of how to induce desired forms of (re)development. A facilitator will be needed for these meetings, as well as effective and interactive engagement tools.

- Facilitated stakeholder meetings with private property owners will be needed to test policy options.
- **ARCHITECTURE AND DESIGN** – If new growth areas are identified—because of the built-out nature of the City—these will likely involve transition in established parts of the city. A physical change in the environment can be highly problematic and the 2012 Comp Plan clearly emphasized preserving neighborhoods. Therefore, more nuanced design guidance may be necessary to help qualify how growth looks and operates in established areas.

This would potentially mean a planning process wherein:

- Within a broader task of identifying “transit oriented development (TOD) nodes”, there is a subtask to explore the necessary design guidance that is needed to ensure successful implementation of the TODs. Likely this will require a facilitated design charrette on potential TOD areas.
- **IMPLEMENTATION** – the audit revealed that more explicit and aggressive implementation actions should be included in the updated Comp Plan. Several objectives and policies do not include accompanying implementation actions, while others include actions that lack specificity, responsible authorities, timelines, or a proportionate response that can achieve the stated intent. The Comp Plan update will need to dedicate an appropriate amount of time for assessing implementation measures and assigning responsibilities.
- **ONE CLIMATE FUTURE** - Integrating sustainability and the goals from One Climate Future is necessary throughout every element of the Comp Plan. A sustainability lens should be applied to all analyses.
- **PLAN/POLICY INTEGRATION** – The City Council has provided direction on long range planning through a variety of measures that need to be reflected in the Comp Plan update:
 - Cash Corner neighborhood planning and industrial/residential transition in general;
 - Waterfront land use
 - 2019 Open Space Plan
 - 2022 Housing Assessment strategies (forthcoming)
 - Facilities planning (forthcoming via the ad hoc City Facilities Planning Committee)
 - Maine Mall TOD Concept Plan
 - Complete Streets policy (and forthcoming updates to Ch. 23, 24 of the Code)
 - State policies



2012 COMP PLAN SUMMARY

The [2012 South Portland Comprehensive Plan](#) serves as a guide for growth, development, and redevelopment in the City by establishing a long-range planning process and framework for managing future development. The 2012 Plan is divided into three parts.

Part 1 of the Comp Plan presents background information, including summaries of the Plan's thirteen element inventories. Full versions of the inventories are contained in Appendices A through M.

Part 2 of the Comp Plan sets out visions, goals, and policy recommendations in two sections; the first addresses issues facing the community related to all plan elements aside from land use and the second contains goals and policies specifically for land use.

Part 3 details regional coordination efforts, an implementation strategy assigning responsibility for executing the goals and policies recommended in Part 2, and a capital investments strategy to both support future growth and development and to enhance the community's quality of life.

The appendices to the Plan include the full inventories for the thirteen Plan elements, the City's Capital Improvement Plan, the City's Economic Development Plan, and added in 2019, the City's Open Space Plan.

PART 2 - CHAPTER 5: COMMUNITY GOALS AND POLICIES

1. Population and Demographics Element

Element Objectives:

- 1.0 To accommodate growth in a manner that maintains the character of the City and its established residential neighborhoods.
- 2.0 To assure that a diversity of people is able to continue to live in South Portland.

State Goal: To encourage orderly growth and development in appropriate areas of each community, while protecting the State's rural character, making efficient use of public services and preventing development sprawl. (Growth Management Act)

2. The Local Economy Element

Element Objectives:

- 1.0 To maintain an ongoing economic development program that works to retain and grow existing South Portland businesses while attracting new businesses to locate in the City.
- 2.0 To establish South Portland's image as the first choice for business expansion or relocation based on the City's development-minded atmosphere.
- 3.0 To continue to diversify the business base to build a stronger community.
- 4.0 To create a "sustainable" local economy that can continue to prosper and grow without the need for intervention by the City.



- 5.0 To support the highest and best use of the Mill Creek area and the City's waterfront.
- 6.0 To reduce the cost of energy for both existing and new businesses in the City.
- 7.0 To establish an effective workforce development program with a focus on the Science, Technology, Engineering, and Mathematics (STEM) disciplines in conjunction with the City's K-12 school system and post-secondary educational sectors.

State Goal: To promote an economic climate that increases job opportunities and overall economic well-being. (Growth Management Act)

3. Natural Resources Element

Element Objectives:

- 1.0 To protect and improve the quality of the surface waters within South Portland.
- 2.0 To protect significant wetlands and adjacent uplands from encroachment and degradation
- 3.0 To manage the use of flood-prone areas to reduce the risk of property and environmental damage.
- 4.0 To protect the beaches and other shorefront areas from erosion.
- 5.0 To protect significant wildlife and fisheries habitat and critical and unique areas.

State Goals: To protect the quality and manage the quantity of the State's water resources, including lakes, aquifers, great ponds, estuaries, rivers and coastal areas. (Growth Management Act)

To protect the State's other critical natural resources, including without limitation, wetlands, wildlife and fisheries habitat, sand dunes, shorelands, scenic vistas and unique natural areas. (Growth Management Act)

4. Marine Resources Element

Element Objectives:

- 1.0 To assure that portions of the waterfront that have deep water access or are otherwise appropriate for marine use remain available for marine uses.
- 2.0 To provide increased access to the shoreline for recreational use.

State Goals: To protect the State's marine resources industry, ports and harbors from incompatible development and to promote access to the shore for commercial fishermen and the public. (Growth Management Act)

To promote and protect the availability of outdoor recreation opportunities for all Maine citizens, including access to surface waters. (Growth Management Act)

5. Transportation Element

Element Objectives:

- 1.0 To maintain and enhance the ability of the road network to move traffic safely and efficiently while providing a high level of accessibility to residential neighborhoods, commercial areas, and job centers.
- 2.0 To minimize the impact of vehicular traffic on residential neighborhoods.
- 3.0 To expand the range of non-automotive transportation alternatives available to the City's residents, workforce, and visitors.



State Goal: To plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development. (Growth Management Act)

6. Housing Element

Element Objectives:

- 1.0 To provide a diversity of housing to meet the needs of a wide range of residents.
- 2.0 To assure that as new housing is built in the City, there continues to be a supply of affordable housing available to meet the needs of lower- and moderate-income households.
- 3.0 To maintain the existing housing stock in the City and assure that it provides safe and sanitary housing while improving its energy efficiency.

State Goal: To encourage and promote affordable, decent housing opportunities for all Maine citizens. (Growth Management Act)

7. Public Facilities Element

Element Objectives:

- 1.0 To provide an adequate level of public facilities to serve the City.

State Goals: To plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development. (Growth Management Act)

To encourage orderly growth and development in appropriate areas of each community, while protecting the State's rural character, making efficient use of public services and preventing development sprawl. (Growth Management Act)

8. Recreation and Open Space Element

Element Objectives:

- 1.0 To provide high-quality, well-maintained recreational facilities and open space for residents and visitors.
- 2.0 To provide access to the City's waterfront for recreational purposes in a manner that is compatible with marine uses of the waterfront.

State Goal: To promote and protect the availability of outdoor recreation opportunities for all Maine citizens, including access to surface waters. (Growth Management Act)

9. Historic and Archaeological Resources Element

Element Objectives:

- 1.0 To assure that the City's historical and archaeological resources are identified and appropriately protected.

State Goal: To preserve the State's historic and archaeological resources. (Growth Management Act)

10. Fiscal Capacity Element

Element Objectives:



- 1.0 To expand the property tax base to maintain a fiscally responsible property tax rate.
- 2.0 To provide the public facilities needed to accommodate desired types of growth.

State Goal: To plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development. (Growth Management Act)

11. Energy and Environmental Considerations Element

Element Objectives:

- 1.0 To improve the efficiency of energy use by South Portland residents, businesses, and government entities.
- 2.0 To reduce the amount of Green House Gas (GHG) emissions from City facilities and activities by 17% of 2007 levels by 2017.
- 3.0 To reduce the amount of solid waste generated by residents and businesses and increase the rate of recycling.

State Goal: None specific to this topic.

12. Arts And Culture Element

Element Objectives:

- 1.0 To expand the role of the arts and culture in the community as well as in the local economy.

State Goal: None specific to this topic.

PART 2 - CHAPTER 6: LAND USE GOALS AND POLICIES

Element Objectives:

- 1.0 Enhance the livability and walkability of the City's established neighborhoods while allowing infill development that is in character with these neighborhoods
- 2.0 Enhance Mill Creek as a vibrant mixed-use commercial center
- 3.0 Promote the redevelopment of the "eastern waterfront" as a mixed-use area while maintaining the potential for marine use
- 4.0 Allow more intense utilization of the land along the major traffic corridors while assuring that the adjacent residential neighborhoods are protected and the ability of the streets to move traffic is maintained
- 5.0 Maintain the working waterfront while creating limited opportunities for increased public access and a mix of uses
- 6.0 Enhance the role of the Maine Mall area as the state's premier retail destination while encouraging further diversification of uses in that area
- 7.0 Provide appropriate locations for continued economic growth in the City
- 8.0 Encourage development and redevelopment to occur in a way that makes the use of alternative transportation more feasible by focusing growth along the major transportation corridors

Key Land Use Policy Areas: (policies and programs listed under each key policy area)

- 1.0 Knightville/Mill Creek



- 2.0 Established Residential Neighborhoods
- 3.0 The Broadway and Cottage Road Corridors
- 4.0 The Eastern Waterfront
- 5.0 The Main Street Corridor
- 6.0 The Working Waterfront
- 7.0 The Maine Mall Area
- 8.0 Industrial Growth

Other Land Use Policies:

- 1.0 Urban Agriculture/Backyard Farming
- 2.0 Manufactured Housing
- 3.0 Green Development
- 4.0 Quality Design
- 5.0 Alternative Transportation
- 6.0 Neighborhood Centers and Community Commercial Hubs
- 7.0 Brownfield Reuse/Redevelopment
- 8.0 Neighborhood Plans

2012 COMPREHENSIVE PLAN AUDIT - CHAPTER 5: COMMUNITY GOALS AND POLICIES

POPULATION AND DEMOGRAPHICS

ID	GOALS & POLICIES	IMPLEMENTATION ACTIVITY	STATUS OF GOALS/POLICIES	DEPT HEAD NOTES ON STATUS
OBJECTIVE POP-1.0: ACCOMMODATE GROWTH IN A MANNER THAT MAINTAINS THE CHARACTER OF THE CITY AND ITS ESTABLISHED RESIDENTIAL NEIGHBORHOODS				
POP-1.1	The City's land use regulations should allow the construction of infill housing in established residential neighborhoods at a density that is similar to the established pattern of the neighborhood as long as the new housing is compatible with the character of the neighborhood	Revise zoning in established residential neighborhoods – Implementation Group	Recommendation: Needs discussion.	Planning/Management: We should explore the issue of density; there may be opportunities to incrementally increase density without sacrificing the character and appearance of the neighborhood. For example, allowing well-designed two-units and multi-units that address the "missing middle" housing typologies. We also need to distinguish areas within neighborhoods where development patterns may be different, i.e. Ferry Village on Broadway likely could accommodate more intense development than section of Ferry Village deeper into the neighborhood on side street. Alignment with One Climate Future is needed to address targets for infill development. Infrastructure will need to be examined to support the Future Land Use Plan in the 2024 Comp Plan Update.
POP-1.2	The City's land use regulations should continue to allow for the construction of both single-family and multi-family housing in a variety of locations at densities that are appropriate for the type of housing and the location. The Future Land Use Plan in Chapter 6 outlines these areas		Recommendation: Needs discussion.	
POP-1.3	The City should allow more intense utilization of the land along the major traffic corridors while assuring that adjacent residential neighborhoods are protected and the ability of the streets to move traffic is maintained	Revise zoning along major corridors – Implementation Group	Recommendation: Needs discussion.	
OBJECTIVE POP-2.0: ASSURE THAT A DIVERSITY OF PEOPLE IS ABLE TO CONTINUE TO LIVE IN SOUTH PORTLAND				
POP-2.1	The City should support efforts by the South Portland Housing Authority and private developers to create additional affordable housing when there is a clear, demonstrated need for those units	Support construction of affordable housing when there is a demonstrated need - Council	Notes: *Co-listed as H-2.1 Recommendation: Needs discussion.	Planning: Equity and representation should be explored more meaningfully in the Comp Plan update.

LOCAL ECONOMY

ID	GOALS & POLICIES	IMPLEMENTATION ACTIVITY	STATUS OF GOALS/POLICIES	DEPT HEAD NOTES ON STATUS
ECON-1.0: MAINTAIN AN ONGOING ECONOMIC DEVELOPMENT PROGRAM THAT WORKS TO RETAIN AND GROW EXISTING SOUTH PORTLAND BUSINESSES WHILE ATTRACTING NEW BUSINESSES TO LOCATE IN THE CITY				
ECON-1.1	The City should continue to provide staffing and funding to implement the City's Economic Development Plan (see Appendix P)	Provide ongoing funding for economic development programs - Council	Recommendation: Carry forward –modifications possible	
ECON-1.2	The City's economic development staff and committee should continue to provide superior large- and small-business assistance by keeping abreast of the most recent state legislative and federal law changes that may provide business project and development funding		Recommendation: Carry forward –modifications possible	
ECON-1.3	The City should link citywide economic development activities by continuing to use funding from current or future TIF revenues		Recommendation: Carry forward –modifications possible	Management: This is not a clear policy statement. More clarification is needed
ECON-1.4	The City should work to foster an understanding of the City's role in the regional economy and the role of Greater Portland as the state's economic engine		Notes: *Goal does not fit precisely under the listed ECON objectives (regional focused) Recommendation: Needs discussion.	Management: How this is to be achieved should be explored.
ECON-1.5	The City should develop and implement a marketing strategy that accurately reflects the City's role and contribution to the regional economy	Develop and implement an economic marketing strategy – Economic Development Committee	Notes: *Goal does not fit precisely under the listed ECON objectives (marketing focused) Recommendation: Carry forward –modifications possible	
ECON-1.6	The City should work with other area communities to create and implement an interlocal agreement to discourage interlocal "pirating of businesses" during business attraction efforts	Create and implement a regional "business antipirating" agreement - Economic Development Committee	Recommendation: Needs discussion.	Management: Consider removing this policy. It is valid, but doesn't belong in Comp Plan.
ECON-2.0: ESTABLISH SOUTH PORTLAND'S IMAGE AS THE FIRST CHOICE FOR BUSINESS EXPANSION OR RELOCATION BASED ON THE CITY'S DEVELOPMENT-MINDED ATMOSPHERE				
ECON-2.1	The City should periodically review and improve the Site Plan Review process to develop the most efficient timeline between application and approval	Review and revise Site Plan Review procedures – Implementation Group	Recommendation: Carry forward –modifications possible	
ECON-2.2	The City should enact code changes that reduce review time for commercial development proposals as well as ensuring that Planning and Codes staff are knowledgeable about business interests, and thus assist in an efficient and productive review and approval process	Review and revise Site Plan Review procedures – Implementation Group	Recommendation: Needs discussion.	
ECON-2.3	The City should work to establish the South Portland Technology Park in the Rumery Road Industrial Park in collaboration with University of Southern Main	Investigate the feasibility of South Portland Technology Park – Economic Development Committee	Recommendation: Needs discussion.	Management: This area adjacent to the largest rail yard in Northern New England may be best suited for warehousing, distribution, and manufacturing that relies on transportation connectivity. A technology hub/park is a great idea, but may be better elsewhere.
ECON-2.4	The City should enact code changes that reduce review time for commercial development proposals as well as ensuring that Planning and Codes staff are knowledgeable about business interests, and thus assist in an efficient and productive review and approval process		Recommendation: Needs discussion.	
ECON-2.5	The City should implement the waterfront and Mill Creek zoning changes set forth in the Land Use policies in Chapter 6.	Revise zoning in Knightville/Mill Creek – Implementation Group Revise zoning in the "eastern waterfront" – Implementation Group	Recommendation: Needs discussion.	Planning/Management: Mill Creek rezoning was completed after adoption of the Mill Creek Master Plan in 2015. Waterfront rezoning has not been systematically completed and the City Council is seeking a focused look at waterfront policy in the 2024 Comprehensive Plan.

ID	GOALS & POLICIES	IMPLEMENTATION ACTIVITY	STATUS OF GOALS/POLICIES	DEPT HEAD NOTES ON STATUS
ECON-2.6	The City should continue to use transit TIFs as a business development tool		Recommendation: Carry forward –modifications possible	Planning/Management: Transit TIFs are a transit-development tool, not typically a business development tool. Increased transit could assist with reducing parking standards and possibly for business attraction. This policy needs to consider how Transit relates to business development and be more focused on that interplay.
ECON-2.8	The City’s economic development efforts should continue to encourage entrepreneurship, especially small business start-ups		Recommendation: Needs discussion.	Management: We should consider policy options to emphasize independent professionals working from their homes, highly skilled remote workers, etc. This would be in addition to small locally-owned businesses. This is a type of work that was less prevalent in 2012 but is commonplace now and will be increasingly common in the future. It raises telecom/internet utilities questions, and generates complex questions about circulation, and the fabric of neighborhoods.
ECON-3.0: CONTINUE TO DIVERSIFY THE BUSINESS BASE TO BUILD A STRONGER COMMUNITY				
ECON-3.1	The City’s economic development efforts should also focus on expanding the role of the “creative economy” in the City’s economy including enterprises such as advertising, architecture, art, crafts, design, fashion, film, music, performing arts, publishing, R&D, software development, toys and games, TV and radio, and video games. This should include providing support for groups and organizations that promote the “creative economy”		Recommendation: Needs discussion.	Planning/Management: This is a great desire, but more guidance is needed on how the City can influence/control this
ECON 4.0: CREATE A “SUSTAINABLE” LOCAL ECONOMY THAT CAN CONTINUE TO PROSPER AND GROW WITHOUT THE NEED FOR INTERVENTION BY THE CITY				
			*Note, no corresponding policies/goals included in the Local Economy Element Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF CR 3.3 <i>Climate-Ready Industries and Innovation</i> (p. 235)
ECON-5.0: SUPPORT THE HIGHEST AND BEST USE OF THE MILL CREEK AREA AND THE CITY’S WATERFRONT				
			*Note, no corresponding policies/goals included in the Local Economy Element	
ECON-6.0: REDUCE THE COST OF ENERGY FOR BOTH EXISTING AND NEW BUSINESSES IN THE CITY				
ECON-6.1	The City should work with the business community to explore and develop ways to reduce energy costs for both existing and new businesses to enhance South Portland’s competitive position	Explore ways to reduce energy costs for businesses – Economic Development Committee	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF BE 5.5 <i>Electrical Transmission and Distribution</i> (p. 111)
ECON-7.0: ESTABLISH AN EFFECTIVE WORKFORCE DEVELOPMENT PROGRAM WITH A FOCUS ON THE SCIENCE, TECHNOLOGY, ENGINEERING, AND MATHEMATICS (STEM) DISCIPLINES IN CONJUNCTION WITH THE CITY’S K-12 SCHOOL SYSTEM AND POST-SECONDARY EDUCATIONAL SECTORS				
ECON-7.1	The City should continue to advocate for expanded workforce training and development programs particularly in the STEM (Science, Technology, Engineering, and Mathematics) sectors by collaborating with community businesses, the South Portland School Department, and area institutions of higher education		Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF CR 3.2 <i>Workforce for a Resilient Economy</i>
ECON-7.2	The City should work with the Southern Maine Partnership for Sustainable Development and the Maine Manufacturing Association to broaden STEM related initiatives within the City	Broaden STEM initiatives – Economic Development Committee	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Management: This policy needs more clarity and actionable steps. How can this be done and what are the desired outcomes? Planning/Sustainability: Policy should be revisited and updated to reflect OCF CR 3.2 <i>Workforce for a Resilient Economy</i>
ECON-7.3	The City should continue to work with area colleges and universities to establish programs needed by area firms to develop and expand their workforce		Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Management: This is already happening and is not the role of the City. The emphasis should be on supporting the growth and expansion of SMCC and other institutions of higher education to the extent they support this workforce development activity, and in ensuring land use policy allows for the type of workplaces that are in demand. Planning/Sustainability: Policy should be revisited and updated to reflect OCF CR 3.2 <i>Workforce for a Resilient Economy</i>

NATURAL RESOURCES

ID	GOALS & POLICIES	IMPLEMENTATION ACTIVITY	STATUS OF GOALS/POLICIES	DEPT HEAD NOTES ON STATUS
NR-1.0: PROTECT AND IMPROVE THE QUALITY OF THE SURFACE WATERS WITHIN SOUTH PORTLAND				
NR-1.1	<i>The City should continue to regularly fund and implement the City's Stormwater Program Management Plan to address combined sewer overflows (CSOs)</i>	Continue to fund implementation of the Stormwater Program Management Plan - Council	Note: *Co-listed as FAC-1.5 Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Recommend moving this policy forward but advising to change the text to "...City's Stormwater Program Management Plan and Long Term CSO Facilities Plan to address..." Planning/Sustainability: Policy should be revisited and updated to reflect OCF CR 4.1 <i>Stormwater Systems</i> (p. 237)
NR-1.2	<i>The City should explore alternative funding mechanisms to pay for a portion of the cost of stormwater management and CSO abatement programs</i>	Explore alternative funding for stormwater management – Water Resources Dept	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	WRP: The City considers all funding opportunities for infrastructure projects. The Water Resources Protection Department (WRP) has been fortunate that TIF funding has been available to support most of the projects we have done to date. However the Meeting House Hill stormwater project is the last project for which TIF funding is available. WRP's updated CSO Facility Plan will be completed this year which will forecast the next 10 years of projects. The Department will be scrutinizing each project's cost and where the funding could come from. There may be a point where WRP needs to look at a Storm Water Utility Fee. The City may also need to consider the role of increasing regulations creating a need for additional funding (the state issues permits every 5 years) Management: This program cannot be dependent on TIF funds going forward. Planning/Sustainability: Policy should be revisited and updated to reflect OCF CR 4.2 <i>Green Infrastructure</i> (p. 240)
NR-1.3	<i>The City should continue to implement and refine, if necessary, the Long Creek Watershed Management Plan</i>		Recommendation: Remove and replace.	Consider removing this policy and working with the Long Creek Watershed Management District on a revised approach. The Long Creek Management Plan is managed and administered by the District, and the City anticipates that the District will be asking watershed communities in the next few years to consider implementing land use policies that are more protective of water quality.
NR-1.4	<i>The City should develop and implement watershed management plans for the other impaired streams in the City including Red Brook, Barberry Creek, and Trout Brook including a portion of Kimball Brook</i>	Develop watershed management plans for Red Brook, Barberry Creek, Trout Brook, and Kimball Brook – Water Resources Dept	Recommendation: Needs discussion.	Consider removing this policy because implementing the Watershed Management Plans is being processed through the City's MS4 program. The City could consider a policy of continuing to work with stakeholders to implement Watershed Management Plans (WMPs) for Trout, Kimball, Red Brook and Long Creek. Barberry Creek is the only Urban Impaired Stream, as defined by the State, for which there isn't a WMP and Maine DEP has questions about whether a WMP is worthwhile given how compromised the stream is. The City is currently investigating restoration options with the Conservation Commission as a partner.
NR-1.5	<i>The City should continue to manage stormwater to assure that the health of streams that are not impaired is maintained</i>		Recommendation: Needs discussion.	WRP: Recommend maintaining this policy. Planning: We could consider more targeted implementation items to explain exactly what the "management" of stormwater means over the next 12 years. Management: Not only is this obvious, but we're required to do this. Should this be a goal? Perhaps it's amended to say that we'll go above and beyond to improve the health of the streams, etc.

ID	GOALS & POLICIES	IMPLEMENTATION ACTIVITY	STATUS OF GOALS/POLICIES	DEPT HEAD NOTES ON STATUS
NR-2.0: PROTECT SIGNIFICANT WETLANDS AND ADJACENT UPLANDS FROM ENCROACHMENT AND DEGRADATION				
NR-2.1	The City should periodically review (and update if necessary) the City's local wetland protection provisions	Periodically review the wetland protection provisions – Planning	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning: Wetland protections are extensive within the subdivision and site plan process, however the review process and desired outcomes should be revisited to identify when wetland protection may be mandatory, and reconsider when the in lieu payment option is appropriate. WRP: Recommend moving this policy forward. The City may want to consider strengthening wetland protection provisions to get a better handle on cumulative impacts to wetlands, which are typically incrementally impacted through individual development and land use activity. This could include a mapping effort to more accurately delineate the areal extent of existing wetlands. Planning/Sustainability: Policy should be revisited and updated to reflect OCF CR 5.1 <i>Ecosystem Adaptive Management</i> (p. 249)
NR-2.2	The City should explore the creation of a “wetlands bank” using local mitigation fees that could be used by private developers of nonresidential projects as part of state/federal wetlands mitigation requirements in exchange for payment of compensation to the City	Explore the creation of a “wetlands bank” - Planning	Recommendation: Remove.	Planning: The City has a Wetlands Compensation Fund that is funded through in lieu fee payments from development projects that impact wetlands and the uplands of wetlands. The City could consider a policy to update the in lieu program rates, calculation methods, and to incorporate equity in funding decisions. WRP: The City could explore additional uses and activities for the funds.
NR-2.3	The City should review and update its development review provisions to require that applications for site plan review or subdivision approval include information on the presence of any vernal pools on the site and the actions that will be taken to mitigate the impact of development on these resources	Require vernal pools to be identified and addressed in development proposals – Implementation Committee	Recommendation: Needs discussion.	Planning: Site Plan and Subdivision requirements include an analysis of vernal pool impacts. The City relies on wetland and vernal pool delineation at the time of application. WRP: The City may consider a vernal pools mapping program in conjunction with any effort to more accurately identify wetlands. Planning: This will be challenged by not having access to private properties.
NR-2.4	The City should investigate approaches that would allow development adjacent to low-value vernal pools in exchange for enhanced protection around high-value pools	Explore vernal pools transfer program – Implementation Group	Recommendation: Needs discussion.	Planning: This policy is very difficult to implement and an alternative version may be desirable. The policy presumes the City is aware of where high-value pools are located, and that an applicant impacting a low-value vernal pool will be able to ensure the preservation of a high-value pool, which may not be on property owned by the same applicant. WRP: Another option is to promote the conversion of low-value vernal pools into high-value pools. Additional discussion is required on policy objectives and approaches.
NR-3.0: MANAGE THE USE OF FLOOD-PRONE AREAS TO REDUCE THE RISK OF PROPERTY AND ENVIRONMENTAL DAMAGE				
NR-3.1	The City should continue to work with the Federal Emergency Management Agency (FEMA) to develop accurate floodplain maps for the City	Update the City's floodplain mapping - Planning	Recommendation: Carry forward –modifications possible	Planning: New FEMA mapping is expected in 2021-2022. This policy remains valuable as these maps are likely to be updated again over the life of the next Comprehensive Plan.
NR-3.2	The City should review and revise, if necessary, its floodplain management provisions when the new floodplain maps become official	Update floodplain management provisions - Planning	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF CR 1.1 <i>Resilient New Development</i> (p. 204) and CR 1.2 <i>Resilient Existing Buildings</i> (p. 208)
NR-3.3	The City should develop a “sea-level rise adaption plan” that identifies actions the City should take to protect the City's infrastructure from possible damage and to manage development if sea-level rise occurs	Develop a “sea-level rise adaption plan” - Planning	Recommendation: Needs discussion. Alignment with One Climate Future needed.	Planning/WRP: The City adopted the One Climate Future plan in 2019 which outlines a variety of measures and risk/resilience policies related to sea level rise.

ID	GOALS & POLICIES	IMPLEMENTATION ACTIVITY	STATUS OF GOALS/POLICIES	DEPT HEAD NOTES ON STATUS
NR-3.4	<i>The City should continue its ongoing program of disaster planning. The City should work with the Federal Emergency Management Agency (FEMA) on Hazard Mitigation Plan updates and the Risk Map program</i>	Continue the ongoing program of disaster planning - Planning	Note: *Goal does not fit precisely under the listed NR objectives I Recommendation: Needs discussion. Alignment with One Climate Future needed.	Planning: The City is engaging with GMRI on coastal resilience, and the Fire Department is the primary lead on disaster planning and a Hazard Mitigation Plan. This policy needs to incorporate the One Climate Future resiliency goals/needs.
NR-4.0: PROTECT THE BEACHES AND OTHER SHOREFRONT AREAS FROM EROSION				
			Note: No corresponding policies/goals included in the Natural Resources Element	Planning: The City is currently developing a Willard Beach Master Plan specifically focused on beach preservation and ecological resilience. IN addition the Council has already confirmed that the 2024 Comprehensive Plan requires a focused and comprehensive policy approach to the City's waterfront areas covering the ecological, economic, cultural, recreational, social, and equity issues related to the waterfront.
NR-5.0: PROTECT SIGNIFICANT WILDLIFE AND FISHERIES HABITAT AND CRITICAL AND UNIQUE AREAS				
NR-5.1	<i>The City should review, and revise if necessary, its development review requirements (subdivision and site plan review provisions) to assure that the impact of development on significant wildlife habitat is taken into account during the review process and that actions are included to minimize the negative impacts on these resources</i>	Update development review requirements relative to significant wildlife and marine habitats - Planning	Recommendation: Needs discussion.	<p>Planning: The City Ordinances for Site Plan and Subdivision review include protections for significant wildlife habitat (see Ordinance Sections 24-4(h) and 27-1426(w) as well as Shoreland protections in Zoning Ordinance, Article XIII).</p> <p>WRP: There may be limited value and functional purpose in going beyond what the Natural Resources Protection Act, enforced through Maine DEP, already requires for wildlife preservation. Given how densely developed the City already is, there are likely very few of these areas remaining that truly address "significant wildlife". The City can explore this issue from a different perspective, and consider other habitat preservation goals from a human perspective.</p>

MARINE RESOURCES

ID	GOALS & POLICIES	IMPLEMENTATION ACTIVITY	STATUS OF GOALS/POLICIES	DEPT HEAD NOTES ON STATUS
MR-1.0: ASSURE THAT PORTIONS OF THE WATERFRONT THAT HAVE DEEP WATER ACCESS OR ARE OTHERWISE APPROPRIATE FOR MARINE USE REMAIN AVAILABLE FOR MARINE USES				
MR-1.1	<i>The City should promote the redevelopment of the “eastern waterfront” as a mixed-use area while maintaining the potential for marine use (see Chapter 6 Land Use Goals and Policies for more details)</i>	Revise zoning in the “eastern waterfront” – Implementation Group	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	<p>Planning: The City Council has advised that the 2024 Comprehensive Plan must provide a focused and comprehensive look at waterfront land use policy.</p> <p>Management: We need to be more specific about which areas of the waterfront should allow which types of land uses. For example, people may prefer that the eastern waterfront be primarily recreational or light fish/aquaculture uses, whereas the western waterfront is more appropriate for intermodal movement of products, marine industrial, and port facilities.</p> <p>Planning/Sustainability: Policy should be revisited and updated to reflect OCF CR 3.1 <i>Resilient Working Waterfront</i> (p. 228)</p>
MR-1.2	<i>The City should review, and revise if necessary, its development review requirements (subdivision and site plan review provisions) to assure that the impact of development on significant marine habitats and resources is taken into account during the review process and that actions are included to minimize the negative impacts of development on these resources</i>	Update development review requirements relative to significant wildlife and marine habitats - Planning	*Policy is more about protecting marine habitats rather than ensuring availability of marine use (objective) Recommendation: Needs discussion.	<p>Planning: The City Council has advised that the 2024 Comprehensive Plan must provide a focused and comprehensive look at waterfront land use policy.</p>
MR-2.0: PROVIDE INCREASED ACCESS TO THE SHORELINE FOR RECREATIONAL USE				
MR-2.1	<i>In those areas of the City’s waterfront that are currently used for marine industrial purposes including the oil terminals, the City should support maintaining these areas as a working waterfront devoted primarily to marine business uses while creating opportunities for increased public access and a mix of uses (see Chapter 6 Land Use Goals and Policies for more details)</i>	Revise zoning for the marine industrial areas – Implementation Group	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	<p>Planning: The City Council has advised that the 2024 Comprehensive Plan must provide a focused and comprehensive look at waterfront land use policy.</p> <p>Planning/Sustainability: Policy should be revisited and updated to reflect OCF CR 3.1 <i>Resilient Working Waterfront</i> (p. 228)</p>

TRANSPORTATION

ID	GOALS & POLICIES	IMPLEMENTATION ACTIVITY	STATUS OF GOALS/POLICIES	DEPT HEAD NOTES ON STATUS
T-1.0: MAINTAIN AND ENHANCE THE ABILITY OF THE ROAD NETWORK TO MOVE TRAFFIC SAFELY AND EFFICIENTLY WHILE PROVIDING A HIGH LEVEL OF ACCESSIBILITY TO RESIDENTIAL NEIGHBORHOODS, COMMERCIAL AREAS, AND JOB CENTERS				
T-1.1	The City should actively work with the Maine Department of Transportation to reconfigure Exit 4 of I-295 to allow both full northbound and southbound movement at the exit (also see Chapter 6 Land Use Goals and Policies)	Work to reconfigure Exit 4 on I-295 – City Manager	Recommendation: Carry forward –modifications possible	Planning/Management: There is currently a plan to create southbound access to I-295, but nothing yet for northbound.
T-1.2	The City should work with the Maine Department of Transportation and the Town of Scarborough to reconfigure the connection between Route One and the Scarborough Connector to allow vehicles going southbound on Main Street/Route One to get onto the Scarborough Connector	Work to improve the connection to the Scarborough Connector – City Manager	Recommendation: Needs discussion.	Management: This policy is not clear.
T-1.3	The City should undertake a program to manage curb cuts along the arterial corridors including Main Street, Broadway, and Cottage Road. This should include reviewing and revising the development standards to limit new curb cuts while working with property owners to “closeup” areas where there are undefined or poorly defined points of access	Update access management standards along arterial corridors - Planning	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 1.4 Complete Streets (p. 156)
T-1.4	The City should undertake a study of possible traffic improvements in the Broadway Corridor	Explore possible improvements to the Broadway Corridor - Planning	Recommendation: Carry forward –modifications possible	
T-1.5	The City should work to channel traffic from the residential neighborhoods along Broadway to signalized intersections to minimize delays for traffic trying to enter Broadway during peak hours	Explore ways to channelize traffic to signalized intersections along the Broadway Corridor - Planning	Recommendation: Carry forward –modifications possible	
T-1.6	The City should continue to improve traffic flow and safety on the arterial network through the upgrading of intersections	Continue to do intersection improvements along the arterial corridors – Council	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 3.1 Idling Reductions (p. 188)
T-1.7	The City should use impact fees to help finance improvements to the arterial network that are needed to accommodate increased traffic resulting from new development when this is appropriate and there is a clear connection between the development and the need for improvements. This approach should be used as an alternative to requiring a developer to make traffic improvements as part of a development approval	Adopt impact fees for improvements on the arterial network as needed – City Manager	Recommendation: Carry forward –modifications possible	
T-1.8	The City should consider the use of impact fees and other funding sources to help pay for the costs of improvements to the arterial network that are necessary to accommodate increased traffic resulting from new development	Adopt impact fees for improvements on the arterial network as needed – City Manager	Recommendation: Carry forward –modifications possible	
T-2.0: MINIMIZE THE IMPACT OF VEHICULAR TRAFFIC ON RESIDENTIAL NEIGHBORHOODS				
T-2.1	The City should discourage the use of local, residential streets as short cuts for commuter and similar through traffic		Recommendation: Needs discussion.	Management: If we’re going to have a policy on this, it should have a feasible strategy attached to it.
T-3.0: EXPAND THE RANGE OF NON-AUTOMOTIVE TRANSPORTATION ALTERNATIVES AVAILABLE TO THE CITY’S RESIDENTS, WORKFORCE, AND VISITORS				
T-3.1	The City should work with the Maine Department of Transportation to reconfigure Main Street from the railroad bridge south to Westbrook Street as a city street which is a “complete street” with one travel lane in each direction, on-street parking, an esplanade, and improved sidewalks to enhance this segment’s role as a community commercial center	Reconstruct Main Street as a “complete street” - Planning	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Management: This has been done. The City could consider—as a separate goal—identifying areas where the City is seeking more intensive development, and focus on undergrounding utilities in those areas. The Main Street project was a success in every way except that it did not underground utilities due to expense. Overhead utilities pose challenges for redevelopment and have created many hurdles for current applications due to safety. Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 1.4 Complete Streets (p. 156)

ID	GOALS & POLICIES	IMPLEMENTATION ACTIVITY	STATUS OF GOALS/POLICIES	DEPT HEAD NOTES ON STATUS
T-3.2	Complete Streets is a concept of designing and constructing streets to meet the needs of all users, motor vehicles, pedestrians, bicyclists, and public transit. The City should apply the Complete Streets concept to the construction of new streets and to the reconstruction or substantial improvement of existing streets	Establish a "complete streets" policy - Planning	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning: The City Council adopted a Complete Streets policy and the Planning Division, with the Public Works and Sustainability Departments is currently developing a Complete Streets standard and guideline that includes a much more refined classification of the City's roadways, which includes expected roadway design standards that address complete streets. This policy should be updated to incorporate and reflect the ordinance changes that are approved when Council reviews this item. Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 1.4 Complete Streets (p. 156)
T-3.3	The City should continue to fund the bus system to allow it to maintain at least the current level of service	Continue to fund the SP bus system - Council	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Management: The bus service can be better aligned for commuter transit. The City requires a comprehensive look at how we approach the service, and opportunities for growth. Collaboration with METRO is needed to ensure the system is seamless, and this is a current focus of the City. Regionalizing the bus service has been discussed and the Comprehensive Plan should clarify the City's best option for providing high quality service to residents and employees. Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 1.1 Public Transit Networks (p. 143)
T-3.4	The City should work to increase the frequency of bus service or other public transit along the major corridors where higher-density development is proposed in the Future Land Use Plan	Increase the frequency of transit service along major corridors - Council	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 1.2 Inclusive Transit-Oriented Development (p. 147)
T-3.5	The system should continue to work with Southern Maine Community College (SMCC) and major employers to provide service that encourages students and workers to use public transportation rather than driving	Expand programs to get students and employees to use transit – Bus System Manager	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 1.5 Employer Transit Partnerships (p. 160)
T-3.6	The City should revise its off-street parking requirements in the Zoning Ordinance to allow the Planning Board to reduce the required parking for businesses that participate in an employee ride program with the public transit system or provide other financial support for the transit system	Revise parking requirements to reflect transit support - Planning	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 1.6 Parking (p. 165)
T-3.7	The City should revise its land use regulations to require that large commercial, industrial, multi-family residential, or mixed-use developments along transit corridors incorporate provisions for transit into the development plan including bus stops and shelters if appropriate	Revise development standards to address provision of transit facilities – Planning	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 1.2 Inclusive Transit-Oriented Development (p. 147)
T-3.8	The City should consider adding other properties to the Transit TIF District on a case-by-case basis if the development will create the potential for expanded transit use	Expand the Transit TIF District when appropriate – City Manager	Recommendation: Remove.	
T-3.9	The City should continue to work with other transit providers in Greater Portland and PACTS to develop a more regional and integrated transit system	Develop a more integrated regional transit system – Bus System Manager	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 1.1 Public Transit Networks (p. 143)
T-3.10	If there is additional development and/or redevelopment in the eastern waterfront area that has the potential for significantly increasing traffic on Broadway, the City should work with private-property owners/developers, PACTS, and the Casco Bay Transit District to explore the creation of a water-based transportation connection between the Shipyard/Spring Point area and Portland	Explore a water-based transportation link between the Shipyard/Spring Point area and Portland - Planning	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 3.3 Ferry Service (p. 194)
T-3.11	The City should explore the future use of "fixed guideway" vehicles such as part of the transit system	Explore the use of "fixed-guideway" vehicles as part of the transit system - Planning	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning: The likelihood of reinstating these vehicles as a transit mode is limited, however modern alternatives to electrified trams exist and should be explored further. Particularly, the use of bus-rapid transit systems and electric buses. Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 1.1 Public Transit Networks (p. 143)

ID	GOALS & POLICIES	IMPLEMENTATION ACTIVITY	STATUS OF GOALS/POLICIES	DEPT HEAD NOTES ON STATUS
T-3.12	The City should continue to implement the sidewalk and trail plan for the west side of the City. This effort should focus on improving/expanding the trail network in the Maine Mall area including providing improved pedestrian crosswalks at key locations and developing a continuous network of pedestrian facilities that includes both sidewalks and trails to link key buildings and activity centers with each other	Implement the sidewalks and trails plan for the west side of the City – Planning	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Management: As a start, the City could create a sidewalk and trail plan. Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 1.4 Complete Streets (p. 156)
T-3.13	The City should develop and implement a long-range plan for pedestrian improvements in the remainder of the City. This plan should focus on improving pedestrian access and safety to and around the Knightville/Mill Creek area, improving facilities in established residential neighborhoods, linking these neighborhoods to adjacent commercial and neighborhood centers (see Chapter 6 Land Use Goals and Policies), upgrading pedestrian facilities in the commercial and neighborhood centers to enhance the desirability and safety of these areas, and improving pedestrian access to public facilities, schools, recreational areas, and other activity centers	Develop a long-range plan for pedestrian improvements including Knightville-Millcreek – Planning Implement the long-range plan for pedestrian improvements - Planning	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 1.4 Complete Streets (p. 156)
T-3.14	The City should review each of the intersections that has a free right turn lane to determine if these lanes can be removed or modified to improve pedestrian movement and safety without unreasonably impacting traffic flow	Review and revise intersections with free right turn lanes - Planning	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 1.4 Complete Streets (p. 156) and TLU 3.1 Idling Reductions (p. 188)
T-3.15	The City should work with PACTS and surrounding communities to link the City's pedestrian (and bicycle) facilities with those in adjoining communities and the larger regional system	Link pedestrian (and bicycle) facilities with regional systems - Planning	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 1.3 Bike Accessibility (p. 153)
T-3.16	The City should continue to provide improved bicycle facilities in the community including designated bike lanes, shared lanes, and bike lock-up places at public facilities, schools, recreational areas, and other activity centers	Improve bicycle facilities – Planning & Bike/Ped Committee	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 1.3 Bike Accessibility (p. 153) and TLU 1.4 Complete Streets (p. 156)
T-3.17	The City should revise its land use regulations to require that large commercial, industrial, multifamily residential, or mixed-use developments incorporate provisions for bicycles into the development plan if appropriate	Revise development standards to address provision of bicycle facilities - Planning	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 1.3 Bike Accessibility (p. 153)
T-3.18	The City and School Department, in conjunction with bicycle organizations, should conduct ongoing programs to educate bicyclists about cycling in the City, designated bicycle routes, and safe riding practices	Develop bicyclist education program – Bike/Ped Committee	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning: The Bicycle Coalition of Maine is actively involved in this, and the City, through the Council and Bike/Ped Committee does work in this regard. A focused campaign is typically led by bicycle and trail advisory groups that are separate from the City. This policy could shift to remaining supportive of efforts by advocacy organizations to educate and promote walking/cycling. Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 1.3 Bike Accessibility (p. 153)
T-3.19	The City should expand the existing transit TIF to include other properties where development or redevelopment will occur to provide an ongoing source of funding for the City's bus system including service improvements	Expand the Transit TIF District when appropriate – City Manager	Notes: Related to T-3.8 Recommendation: Needs discussion.	Planning: Transit-oriented development must be considered in the Comp Plan Update and utilization of Transit TIFs is part of that equation. This requires significant land use coordination and discussion.

ID	GOALS & POLICIES	IMPLEMENTATION ACTIVITY	STATUS OF GOALS/POLICIES	DEPT HEAD NOTES ON STATUS
T-X.0: TRANSPORTATION GOALS AND POLICIES WITH NO CORRESPONDING ELEMENT OBJECTIVE				
T-X.1	<i>In addition to improved access to the Interstate system discussed above, the City should begin planning for the construction of a roadway to provide commercial vehicle access to the land between Highland Avenue and the Rigby area to make this area more attractive for industrial development</i>	Improve access to the industrial areas between Highland Ave and the Rigby area - Planning	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning: The City Council approved funding in the FY21 budget for further investigation into the Crosstown Connector study, which would connect Broadway to Highland via Rumery Road and a new connector to the Municipal Services Facility at 929 Highland Ave. Planning/Sustainability: Policy should be revisited and updated to reflect OCF CR 1.1 <i>Resilient New Development (p. 204)</i> – in terms of increasing resilience of transportation pathways for neighborhoods
T-X.2	<i>The City should work with property owners/developers in the Knightville/Mill Creek area to explore ways to provide improved off-street parking that is available to the public or is shared by a group of businesses</i>	Explore expanded shared and/or public parking in Knightville/Mill Creek – Planning	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning: Parking requirements need to be re-examined citywide as they are dated and have become contributors to an auto-oriented and land-use intensive form of development. This One Climate Future plan seeks to support infill development and efficient land use that reduces pavement and site impacts. This policy needs to be re-evaluated in light of environmental and transit-supportive policies.
T-X.3	<i>The City should review its on-street parking limitations in those areas that are commercial or neighborhood centers to maximize the availability of on-street parking and to manage its use to assure its availability for customers and visitors</i>	Review/revise on-street parking limits in commercial and neighborhood centers – Police Dept	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Management: Need to have discussion about parking garage in Mill Creek. Planning/Sustainability: Policy should be revisited and updated to reflect OCF TLU 1.6 <i>Parking</i>
T-X.4	<i>As part of the development of the mini improvement plans for the commercial and neighborhood centers (see Chapter 6 Land Use Goals and Policies), the City should work with property owners in these areas to maximize the availability of customer parking that serves the center</i>	Prepare mini improvement plans for each commercial and neighborhood center including provisions to maximize customer parking - Planning	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	

*Overall comment from Sustainability: Include a Pedestrian Master Plan? Or is Complete Streets sufficient? Add a Bike Master Plan.

*Overall comment from Sustainability: Add Vehicle Electrification (OCF TLU 2); autonomous and shared vehicles

HOUSING

ID	GOALS & POLICIES	IMPLEMENTATION ACTIVITY	STATUS OF GOALS/POLICIES	DEPT HEAD NOTES ON STATUS
H-1.0: PROVIDE A DIVERSITY OF HOUSING TO MEET THE NEEDS OF A WIDE RANGE OF RESIDENTS				
H-1.1	The City should continue to provide for the construction of both single-family and multi-family housing in a variety of locations at densities that are appropriate for the type of housing and the location. The Future Land Use Plan in Chapter 6 outlines these areas		Recommendation: Needs discussion.	Planning: The City is currently undertaking a comprehensive Housing Assessment and Strategy that will clearly identify housing gaps and policy alternatives to narrow those gaps in housing supply and need. A key outcome of this process must be to set targets for production in different housing typologies so the community knows what to aim for. These policies all need to be revisited when the study is complete, which is expected in the summer, 2022.
H-1.2	Since small, studio and one-bedroom apartments typically have fewer occupants than larger units and generate less traffic and parking demand, the City's land use regulations should treat small apartments as a fractional unit for density purposes to encourage and facilitate the development of this type of housing in those areas where the construction of multi-family housing is desired	Revise the treatment of small apartments – Implementation Committee	Recommendation: Needs discussion.	
H-2.0: ASSURE THAT AS NEW HOUSING IS BUILT IN THE CITY, THERE CONTINUES TO BE A SUPPLY OF AFFORDABLE HOUSING AVAILABLE TO MEET THE NEEDS OF LOWER- AND MODERATE-INCOME HOUSEHOLDS				
H-2.1	The City should support efforts by the South Portland Housing Authority and private developers to create additional affordable housing when there is a clear, demonstrated need for those units	Support construction of affordable housing when there is a demonstrated need - Council	Notes: Co-listed as POP-2.1 Recommendation: Needs discussion.	Planning: The City is currently undertaking a comprehensive Housing Assessment and Strategy that will clearly identify housing gaps and policy alternatives to narrow those gaps in housing supply and need. A key outcome of this process must be to set targets for production in different housing typologies so the community knows what to aim for. These policies all need to be revisited when the study is complete, which is expected in the summer, 2022. Planning/Sustainability: Policy should be revisited and updated to reflect OCF CR 2.1 <i>Housing Affordability and Resilience</i> (p. 214)
H-2.2	The City should review its land use and building regulations to identify and possibly revise any requirements that impose unnecessary obstacles to the construction of "small apartment units" such as minimum floor area requirements and off-street parking standards while assuring that these units do not create problems for neighbors	Revise the treatment of small apartments – Implementation Committee	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	
H-1.0: MAINTAIN THE EXISTING HOUSING STOCK IN THE CITY AND ASSURE THAT IT PROVIDES SAFE AND SANITARY HOUSING WHILE IMPROVING ITS ENERGY EFFICIENCY				
H-3.1	The City should promote the use of "green building" techniques to improve the energy efficiency of new or renovated housing and should assure that the codes and standards do not create obstacles for the use of new technologies	Encourage use of "green building" techniques - Planning	Notes: Co-listed as EE-1.3 Recommendation: Needs discussion.	Planning: The City is currently undertaking a comprehensive Housing Assessment and Strategy that will clearly identify housing gaps and policy alternatives to narrow those gaps in housing supply and need. A key outcome of this process must be to set targets for production in different housing typologies so the community knows what to aim for. These policies all need to be revisited when the study is complete, which is expected in the summer, 2022.
H-3.2	The City should encourage improvements to older residential units to increase their energy efficiency including providing access to local, state and federal funding programs	Improve energy efficiency of older residential properties - Planning	Recommendation: Needs discussion.	
H-3.3	The City should work with local and regional financial institutions to develop loan programs for homeowners who want to improve the energy efficiency of their homes	Improve energy efficiency of older residential properties - Planning	Recommendation: Needs discussion.	

PUBLIC FACILITIES

ID	GOALS & POLICIES	IMPLEMENTATION ACTIVITY	STATUS OF GOALS/POLICIES	DEPT HEAD NOTES ON STATUS
FAC-1.0: PROVIDE AN ADEQUATE LEVEL OF PUBLIC FACILITIES TO SERVE THE CITY				
FAC-1.1	The City should continue to plan for needed improvements to the City's facilities through its annual capital budgeting process	Maintain the annual capital budgeting process – City Manager	Notes: Related to FC-2.1 Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	HR: Employees need to work in safe and comfortable environments in order to be productive. Issues at Hamlin, City Hall, Fire and PD, for instance, such as flooding, leaks, no A/C, decrease morale and take time to navigate and manage that would otherwise be productive work time. Planning/Sustainability: Policy should be revisited and updated to reflect OCF BE 1.3 <i>Energy Efficiency Retrofits for City Buildings</i> (p. 62)
FAC-1.2	The City's primary municipal administrative facilities should be located within the Knightville/Mill Creek area to reinforce this area's role as the City's community and government center. This should include the City Hall and related administrative offices used by the public, public safety facilities, and the library	Improve City Hall facilities – City Manager	Recommendation: Carry forward –modifications possible.	Planning/Community Development: Consider whether this policy remains relevant and whether new guidelines for a future municipal facility are warranted. There has been discussion of consolidating facilities at Mahoney School if/when that is decommissioned. The Council also held a workshop on the condition of facilities on August 31, 2021 to discuss these and other facilities topics. Code: This seems to be a bit unrealistic given the built environment in the Knightville/Mill Creek area
FAC-1.3	The City should continue to explore possible approaches for improving City Hall facilities including relocating to another site	Improve City Hall facilities – City Manager	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Code: While City Hall provides space for a number of departments, the spaces are difficult to maneuver, disjointed and uninspired. Collaboration and efficiencies within and between departments could be accomplished with up-to-date buildings. HR: Staff space needs, such as for increased Social Services staff, can't be further accommodated in existing space at City Hall. Planning/Sustainability: Policy should be revisited and updated to reflect OCF BE 1.2 <i>Net-Zero Energy New City Buildings</i> (p. 60)
FAC-1.4	The City should develop a long-range plan for providing expanded facilities to serve the Public Works Department	Provide expanded facilities for the Public Works Department - Council	Recommendation: Remove.	Completed at 929 Highland Ave.
FAC-1.5	The City should continue to regularly fund and implement the City's Stormwater Program Management Plan to address combined sewer overflows (CSOs)	Continue to fund implementation of the Stormwater Program Management Plan - Council	Recommendation: Remove.	This is duplicative with NR 1.1. Recommend removal
FAC-1.6	The City should continue to support the community center and the library including its continued evolution as a center for community life	Support the Community Center and Library - Council	Recommendation: Carry forward –modifications possible.	
FAC-1.7	In planning for improvements to the City's infrastructure, the City should consider the potential for sea level rise as part of the design and construction	Develop a "sea-level rise adaption plan" - Planning	Recommendation: Needs discussion. Requires One Climate Future alignment.	Code: The City should be ahead of the curve on this item and not wait for FEMA to update the floodplain maps and studies. Planning/Sustainability: Policy should be revisited and updated to reflect OCF CR 4 <i>Resilient Infrastructure Systems</i> (p. 237)

RECREATION AND OPEN SPACE

ID	GOALS & POLICIES	IMPLEMENTATION ACTIVITY	STATUS OF GOALS/POLICIES	DEPT HEAD NOTES ON STATUS
REC-1.0: PROVIDE HIGH-QUALITY, WELL-MAINTAINED RECREATIONAL FACILITIES AND OPEN SPACE FOR RESIDENTS AND VISITORS				
REC-1.1	The City should maintain and continue to fund the Land Bank Fund with proceeds from the sale of both unimproved and improved City property and to use this fund to acquire property interests for open space to improve the residents' quality of life and protect natural resources	Maintain and fund the Land Bank Fund – Council	Recommendation: Needs discussion. Requires Open Space Plan alignment.	Planning: The City Council approved the creation of Land Bank Ordinance revision committee in 2020 and a draft ordinance is being proposed late 2021 following the Open Space bond referendum in November. The Open Space Acquisition Committee was also formed to oversee how the funds are used. Both were identified in the 2019 Open Space Plan.
REC-1.2	Since the City acquired a significant amount of land and developed a number of recreational facilities over the past fifteen years, the City should focus on developing, funding, and implementing long-range programs to maintain and upgrade the existing outdoor recreational facilities, parks, and public open spaces	Develop long-range management programs for the City's parks, recreation areas, and open space – Parks & Rec	Recommendation: Needs discussion. Requires Open Space Plan and One Climate Future Plan alignment.	Code: Some of this funding should be used to improve the inevitable cemetery program. Planning/Sustainability: Policy should be revisited and updated to reflect OCF CR 1.3 <i>Resilient Open Space Planning</i> (p. 211)
REC-1.3	The City should continue to invest in improvements to Mill Creek Park with a focus on improving the usability of the park and making it more of a "village center" for the Knightville/Mill Creek area	Invest in improvements to Mill Creek Park - Council	Recommendation: Needs discussion. Requires Open Space Plan alignment.	
REC-1.4	The City should continue to work with the South Portland Land Trust, groups, and property owners to expand the City's trail system and to connect the City's system with facilities in adjacent communities and the larger region	Implement the sidewalks and trails plan for the west side of the City – Planning Link pedestrian (and bicycle) facilities with regional systems - Planning	Recommendation: Needs discussion. Requires Open Space Plan alignment.	Planning/Management: A long-term trails improvement plan is needed that considers One Climate Future (to promote non-motorized travel) and the Open Space Plan, both adopted in 2019. Equity must be considered in the distribution of parks. A pocket park program/goal may be warranted.
REC-1.5	The City should promote South Portland as a desirable location for large-scale recreational and cultural events that can utilize the City's facilities and contribute to the local economy and actively work to attract statewide and regional events to the City	Promote SP as a location for large-scale recreational and cultural events – Economic Development Committee	Recommendation: Needs discussion. Requires Open Space Plan alignment.	Planning: Facilities for events may need to be reviewed and locations identified. The City Can accommodate certain events, but other may need investment.
REC-2.0: PROVIDE ACCESS TO THE CITY'S WATERFRONT FOR RECREATIONAL PURPOSES IN A MANNER THAT IS COMPATIBLE WITH MARINE USES OF THE WATERFRONT				
REC-2.1	The City should continue to work with developers and property owners to expand both actual and visual public access to the waterfront when development or redevelopment occurs	Expand actual and visual access to the waterfront - Planning	Recommendation: Needs discussion. Requires One Climate Future Plan alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF CR 3.1 <i>Resilient Working Waterfronts</i> (p. 228)

*Overall comment from Sustainability: Add goals and policies that address OCF CR 5.1 *Ecosystem Adaptive Management*, CR 5.2 *Soil Health*, and CR 2.2 *High Heat Mitigation*

HISTORIC AND ARCHAEOLOGICAL RESOURCES

ID	GOALS & POLICIES	IMPLEMENTATION ACTIVITY	STATUS OF GOALS/POLICIES	DEPT HEAD NOTES ON STATUS
HA-1.0: ASSURE THAT THE CITY'S HISTORICAL AND ARCHAEOLOGICAL RESOURCES ARE IDENTIFIED AND APPROPRIATELY PROTECTED				
HA-1.1	<i>The City should continue to support the South Portland Historical Society in its work to identify and preserve the City's historic resources and to educate and inform the public about the history of the City</i>	Support the SP Historical Society - Council	Recommendation: Carry forward –modifications possible.	Planning: What kind of support is needed in the next 15 years? More targeted policies are warranted.
HA-1.2	<i>The City should continue to support the efforts of the South Portland Historical Society to identify and document the City's historic buildings and sites including of a survey of older buildings and sites in the City to determine their historic significance</i>	Identify and document the City's historical buildings and sites and support National Register designation – Historical Society	Recommendation: Needs discussion.	Planning: The City Council recently considered a number of recommendations for inclusion in the historic preservation inventory for the city, but the discussion quickly revealed that the City needs a broader conversation about what is desirable for preservation and how the City wants to celebrate or recognize the past. See discussion at the March 23, 2021 Council workshop.
HA-1.3	<i>The City and Historical Society should encourage the owners of properties with significant historic value to consider listing the properties on the National Register of Historic Places</i>	Identify and document the City's historical buildings and sites and support National Register designation – Historical Society	Recommendation: Needs discussion.	Planning: The City has adopted a mandatory consultation with the Historical Society or Historic preservation Committee for redevelopment projects on structures built before 1941. This applied to non-Planning Board projects as well. This step ensures that consultation occurs before any impacts to historic buildings can occur. The City's preservation policies are limited to non-existent otherwise,
HA-1.4	<i>The City should support the Historical Society in developing appropriate signs and educational materials to inform residents and visitors about the City's history and its historic resources</i>	Develop an historical sign program and educational materials – Historical Society	Recommendation: Carry forward –modifications possible.	
HA-1.5	<i>The City should assure that City projects and City-funded activities enhance the historic qualities of identified historic properties when this is feasible and appropriate</i>		Recommendation: Needs discussion.	Planning: This policy requires much more guidance to strike the balance between preservation and redevelopment. Traditionally, the City has not maintained strict preservation standards.
HA-1.6	<i>The City should review and revise its development review regulations (site plan review and subdivision review) to require that applicants identify any known historic or archaeological resources on the development site and document how these resources will be treated to maintain their historic or archaeological value where feasible</i>	Revise the development standards relative to historic and archaeological resources - Planning	Recommendation: Remove.	Planning: These policies were adopted and existing in both Site Plan (Section 27-1426), Subdivision (24-4) and Buildings (Chapter 5) ordinances.

FISCAL CAPACITY

ID	GOALS & POLICIES	IMPLEMENTATION ACTIVITY	STATUS OF GOALS/POLICIES	DEPT HEAD NOTES ON STATUS
FC-1.0: EXPAND THE PROPERTY TAX BASE TO MAINTAIN A FISCALLY RESPONSIBLE PROPERTY TAX RATE				
FC-1.1	The City should continue to pursue economic growth that expands the City's tax base provided that it is compatible with the overall Vision for the future of the City	Pursue economic growth – Economic Development Committee	Recommendation: Carry forward –modifications possible	
FC-2.0: PROVIDE THE PUBLIC FACILITIES NEEDED TO ACCOMMODATE DESIRED TYPES OF GROWTH				
FC-2.1	The City should continue to develop an annual capital improvement budget that evaluates and prioritizes the City's needs for capital investments	Maintain the annual capital budgeting process – City Manager	Notes: Related to FAC-1.1 Recommendation: Carry forward –modifications possible	
FC-2.2	The City should continue to use tax increment financing (TIF) to minimize the impact of new or expanded development on the City's state aid and to use these "sheltered" revenues primarily for municipal activities and investments that would otherwise be paid for from the General Fund	Use tax increment financing to minimize the impact of new or expanded development – City Manager	Notes: Goal does not fit precisely under the listed FC objectives Recommendation: Carry forward –modifications possible	Management: The Comp Plan should strike the language "primarily for municipal activities and investments that would otherwise be paid for from the General Fund" as this is too limiting.
FC-2.3	The City should consider using impact fees and other creative funding mechanisms to minimize the cost to the taxpayers of providing expanded facilities to serve new development and to spread the cost of these improvements among the projects that benefit from the improvements	Consider using impact fees and other funding to expand facilities – City Manager	Notes: Goal does not fit precisely under the listed FC objectives Recommendation: Carry forward –modifications possible	

ENERGY AND ENVIRONMENTAL CONSIDERATIONS

ID	GOALS & POLICIES	IMPLEMENTATION ACTIVITY	STATUS OF GOALS/POLICIES	DEPT HEAD NOTES ON STATUS
EE-1.0: IMPROVE THE EFFICIENCY OF ENERGY USE BY SOUTH PORTLAND RESIDENTS, BUSINESSES, AND GOVERNMENT ENTITIES				
EE-1.1	<i>In the longer term, the City should work with the business community to develop and implement Phase 2 of the Climate Action Plan focusing on energy efficiency and voluntary reductions in energy use and GHG emissions by the City's commercial and industrial uses</i>	Adopt, fund, and implement a "climate action plan" – Energy Committee	Recommendation: Needs discussion. Requires One Climate Future alignment.	Planning: Complete with the adoption of the 2019 One Climate Future (OCF) plan, which supersedes/replaces the Climate Action Plan. Any future policy on GHG reduction and energy use should align with and help implement the OCF.
EE-1.2	<i>The City should also work with the larger community to develop and implement Phase 3 of the Climate Action Plan focusing on improving the energy efficiency of residential properties</i>	Adopt, fund, and implement a "climate action plan" – Energy Committee	Recommendation: Needs discussion. Requires One Climate Future alignment.	Sustainability: Climate Action Plan not released in phases, released as One Climate Future.
EE-1.3	<i>The City should promote the use of "green building technologies" (see Chapter 6 Land Use Goals and Policies)</i>	Encourage use of "green building" techniques - Planning	Notes: Co-listed as H-3.1 Recommendation: Needs discussion. Requires One Climate Future alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF BE 2 <i>New Construction Energy Efficiency and Decarbonization</i> (p. 66) and BE 3 <i>Existing Building Energy Efficiency and Decarbonization</i> (p. 77)
EE-2.0: REDUCE THE AMOUNT OF GREEN HOUSE GAS (GHG) EMISSIONS FROM CITY FACILITIES AND ACTIVITIES BY 17% OF 2007 LEVELS BY 2017				
EE-2.1	<i>The City should adopt, fund, implement and regularly update a "climate action plan" for the City that spells out how the City and the larger community, including the commercial/industrial and residential sectors, will reduce GHG emissions</i>	Adopt, fund, and implement a "climate action plan" – Energy Committee	Recommendation: Needs discussion. Requires One Climate Future alignment.	Planning: Complete with the adoption of the 2019 One Climate Future (OCF) plan, which supersedes/replaces the Climate Action Plan. Any future policy on GHG reduction and energy use should align with and help implement the OCF.
EE-2.2	<i>As part of the implementation of Phase 1 of the Climate Action Plan, the City should reduce the energy usage and GHG emissions from municipal and school buildings and the City's vehicle fleet and other transportation activities</i>	Adopt, fund, and implement a "climate action plan" – Energy Committee	Notes: Co-listed as H-3.1 Recommendation: Needs discussion. Requires One Climate Future alignment.	Planning/Sustainability: Policy should be revisited and updated to reflect OCF BE 1.1 <i>Renewable Municipal Energy</i> – goal of 100% renewable energy for municipal facilities by 2032.
EE-3.0: REDUCE THE AMOUNT OF SOLID WASTE GENERATED BY RESIDENTS AND BUSINESSES AND INCREASE THE RATE OF RECYCLING				
EE-3.1	<i>The City should undertake a program to reduce the amount of waste generated by City operations and to increase the percentage of wastes that are recycled</i>	Promote recycling – Recycling Committee	Recommendation: Needs discussion. Requires One Climate Future alignment.	
EE-3.2	<i>The City should continue to promote recycling and carry out ongoing efforts to encourage residents to increase their rate of recycling and to compost organic materials</i>		Recommendation: Needs discussion. Requires One Climate Future alignment.	Planning/Sustainability: Policy should be updated to include reducing single use plastics and circular shared economy

*Overall comment from Sustainability: Add goals and policies that address OCF CR 4.3 *Resilient Energy Systems (and Infrastructure)*, BE 5.5 *Electrical Transmission and Distribution*, BE 5.6 *Natural Gas Phase-Out*, and BE 5.4 *Renewable District Energy Systems*

ARTS AND CULTURE

ID	GOALS & POLICIES	IMPLEMENTATION ACTIVITY	STATUS OF GOALS/POLICIES	DEPT HEAD NOTES ON STATUS
AC-1.0: EXPAND THE ROLE OF THE ARTS AND CULTURE IN THE COMMUNITY AS WELL AS IN THE LOCAL ECONOMY				
AC-1.1	<i>The City should establish an “Arts Commission” that is responsible for promoting and supporting the arts and cultural activities in the community</i>	Establish an “Arts Commission” – Council	Recommendation: Remove.	Planning: Complete. The City formed the Arts and Historic Preservation Committee, which has turned out to be a good but ineffective committee structure. The AHPC put forward recommendations to Council on March 23, 2021 (link) , to divide the Committee and create a dedicated Arts Committee and separate Historic Preservation Committee, and give both committees a clearer, more targeted mandate. The Council approved the split; ordinances creating the two committees are forthcoming and imminent.
AC-1.2	<i>The City should establish a “public arts program” to provide for public art that is integrated with community resources. This program should seek matching grants or other outside funding to support public arts programs</i>	Establish a public arts program – Arts Commission	Recommendation: Carry forward –modifications possible	Planning: This was not completed.
AC-1.3	<i>The City should encourage the inclusion of public art in new public buildings and facilities</i>	Establish a policy of including public art in the cost of public building projects – Arts Commission	Recommendation: Carry forward –modifications possible	Planning: This was largely not completed and relies on individual staff willingness to engage with applicants. A more transparent and clear public art policy would be a necessary tool to ensure public art is promoted in development. The City could consider a Percent for Art program.
AC-1.4	<i>The City should consider the quality of the architecture in decisions about the construction of public facilities</i>	Establish a policy on the quality of public architecture – Arts Commission	Recommendation: Carry forward –modifications possible	Planning: The City adopted design guidelines for Neighborhood and Activity Centers as well as commercial centers. The Mill Creek Master Plan (2015) includes several recommendations for beautification. The City should consider design guidelines as a standalone document. Design guidelines adopted in ordinance are difficult tools to implement and challenging to update.

2012 COMPREHENSIVE PLAN AUDIT - CHAPTER 6B: LAND USE GOALS AND POLICIES – KEY LAND USE POLICY AREAS

KNIGHTVILLE/MILL CREEK

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
<p>OBJECTIVE: ENHANCE MILL CREEK AS A VIBRANT MIXED-USE COMMERCIAL CENTER – MILL CREEK, AND THE ADJACENT KNIGHTVILLE NEIGHBORHOOD, IS THE HISTORIC HEART OF THE CITY. IT IS SOUTH PORTLAND'S DOWNTOWN AND THE LOCATION OF MANY OF ITS CIVIC ACTIVITIES. ENHANCING MILL CREEK AS A VIBRANT COMMERCIAL CENTER WITH A MORE DIVERSE MIX OF USES THAT IS MORE PEDESTRIAN FRIENDLY IS ESSENTIAL TO ACHIEVING THE CITY'S VISION FOR ITS FUTURE.</p>			
KMC 1.1	<p><i>Zoning and land use revisions</i></p> <ul style="list-style-type: none"> -Knightville residential neighborhood (letter streets): revise zoning to maintain the existing scale and character of neighborhood except as part of an approved redevelopment plan -Mill Cove: properties near the cove should be allowed to be redeveloped to create a somewhat higher-density, water-oriented mixed-use edge along the water -Mill Creek Park: redeveloped as a mixed-use area that extends the character of the "Village Center" into this part of KMC with multi-story mixed-use buildings located close to the street with parking located to the side and rear of the buildings Commercial Center: evolve into a higher density, mixed-use commercial center 	<p>Recommendation: Remove. This has been completed. Potential new objectives for Mill Creek may be identified in the Comprehensive Plan update.</p>	<p>Planning: The city drafted and adopted the Mill Creek Master Plan in 2015, which created several additional zoning districts throughout the peninsula. Key issues moving forward will be responding to resiliency issues raised in the One Climate Future plan, and revisiting the land use and dimensional allowances in the Mill Creek zones if they are not aligned with the intensity and future vision of the community for the city's "downtown". The potential relocation of municipal facilities could be a significant catalyst for change in Mill Creek.</p>
KMC 1.2	<p><i>Undertake a detailed study of Mill Creek to develop a long-range strategy for the redevelopment of the area including consideration of future sea-level rise</i></p>	<p>Recommendation: Remove. This has been completed. Potential new objectives for Mill Creek may be identified in the Comprehensive Plan update and incorporating sea level rise projects from One Climate Future is necessary.</p>	<p>Planning: This was completed in the 2015 Mill Creek Master Plan however sea level rise was not factored in detail into the planning effort.</p>
KMC 1.3	<p><i>Improve the ability of pedestrians to move around KMC and to cross Broadway</i></p>	<p>Ongoing</p> <p>Recommendation: Carry forward –modifications possible.</p>	<p>Planning: Circulation goals were incorporated into the Mill Creek Master Plan, however the City recently adopted a Complete Streets policy and the Planning/Sustainability/Public Works Depts. are working on an update to our roadway classification systems to implement complete streets design going forward.</p>
KMC 1.4	<p><i>Upgrade Mill Creek Park to make it more of a "village center" with improved pedestrian facilities</i></p>	<p>Recommendation: Remove. Targeted interventions, if desired, for Mill Creek park would need to be identified. Mill Creek Park's response to rising sea levels will need to be carefully examined.</p>	<p>Planning: Incorporated into the Mill Creek Master Plan.</p>
KMC 1.5	<p><i>Discourage the use of neighborhood streets within KMC as "cut-throughs" by commuter traffic</i></p>	<p>Ongoing</p> <p>Recommendation: Carry forward –modifications possible.</p>	

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
KMC 1.6	Support redevelopment of the Central Maine Power Company parcel with a “destination-draw” type of use with public access to the shoreline linked to Thomas Knight Park	Recommendation: Needs discussion.	<p>Planning: This property at 2 Ocean Street (Map 16, Lot 1) has been zoned Commercial (“C”), which is a permissive land use type. The C district allows mostly industrial and commercial activities, but it also incorporates all of the Limited Business zone allowances (LB), which in turn incorporate all of the Residential “G” zone allowances. Therefore, “C” zoning allows the full range of residential through industrial activities, and mainly omits the most intensive forms of industrial activity. Residential density is permitted at 10 units per acre, making this a low-moderate density area if residential was proposed.</p> <p>Significant infrastructure issues impede redevelopment here. The site is also highly susceptible to sea level rise even at the lowest projected rates of rise. The community should carefully consider whether long-term investment and attention to this parcel is warranted given its lack of resiliency. This parcel is also critical to the electrical infrastructure of the region. In 2018 CMP proposed an expansion to the Cape Substation at this site, which the City Council was not in favor of seeing. The substation’s role in One Climate Future’s vision for electrification will need to be re-evaluated.</p>
KMC 1.7	Continue improvement of the infrastructure, especially the sidewalks, trees, street signs, and other elements of the streetscape	Ongoing Recommendation: Carry forward –modifications possible.	Planning: Guidance has been provided in the 2015 Mill Creek Master Plan .

ESTABLISHED RESIDENTIAL NEIGHBORHOODS

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
<p>OBJECTIVE: ENHANCE THE LIVABILITY AND WALKABILITY OF THE CITY'S ESTABLISHED NEIGHBORHOODS WHILE ALLOWING INFILL DEVELOPMENT THAT IS IN CHARACTER WITH THESE NEIGHBORHOODS – SOUTH PORTLAND'S ESTABLISHED RESIDENTIAL NEIGHBORHOODS ARE ITS SOUL AND A MAJOR REASON PEOPLE CHOOSE TO LIVE IN THE CITY. ASSURING THAT THESE NEIGHBORHOODS REMAIN DESIRABLE PLACES TO LIVE IS A FUNDAMENTAL OBJECTIVE OF THIS PLAN. AT THE SAME TIME, LIMITED DEVELOPMENT/REDEVELOPMENT SHOULD BE ENCOURAGED WITHIN THESE NEIGHBORHOODS AS LONG AS IT IS COMPATIBLE WITH THE CHARACTER OF THE INDIVIDUAL NEIGHBORHOOD IN WHICH IT IS LOCATED.</p>			
<p>ERN 1.1</p>	<p><i>Zoning and land use revisions</i></p> <ul style="list-style-type: none"> - Within larger older homes along collector and arterial streets (primarily the existing A and AA Residential Districts and portions of the G Zone), provisions allow the conversion of homes to duplexes and limited nonresidential use. The minimum lot size and setback requirements are revised to reflect the established pattern of development in the immediate neighborhood. -New construction and redevelopment of homes (primarily the existing A and AA Residential Districts and portions of the G Zone) are subject to design standards or design review to assure that the site and building design are compatible with the pattern and character of existing development in the immediate neighborhood and address stormwater runoff - In neighborhoods where multi-family housing is currently allowed and exists (portions of the existing G Residential Zone) or where there is a substantial concentration of multi-family units, development standards in these neighborhoods focus on assuring that the use of existing buildings or the construction of new or replacement buildings occurs in a manner that is compatible with the development pattern of the neighborhood and does not create undesirable impacts for neighboring properties. Therefore, exiting lots are allowed to be utilized without consideration of the dwelling unit density as long the development standards, including provisions for providing green space on the lot and managing stormwater, are met. 	<p>Recommendation: Needs discussion.</p>	<p>Planning: The language in the zoning within ERN areas should be carefully considered with an equity lens. The Planning Division is currently working on a Housing Assessment that will identify housing needs and present the City Council with information necessary to consider establishing housing production targets in the City. The ERN policies will need to be re-evaluated with housing production and affordability goals in mind.</p> <p>Design standards have not been adopted throughout all areas of the City, however Knightville has a set of Design District standards (some are guidelines). Additionally, Sections 27-1566 et seq. and 27-1572 et seq. provide Design Guidelines for Village Downtowns and Neighborhood Activity Centers, respectively. Village Downtowns has only one district: Knightville, and the standards include: (i) footprint and orientation; (ii) scale, (iii) roof shape, (iv) openings, (v) facades, (vi) parking lots and pedestrian facilities, (vii) awnings/canopies, (viii) materials/colors, and (ix) signs.</p> <p>In 2017-2019, the Planning Division led a Knightville rezoning effort with the CPIC to address updating the land use policies for Knightville, the City's historic downtown village, and developing recommendations in such other areas as historic preservation, workforce housing, neighborhood-serving business attraction, and climate change resiliency. More background is available on the Knightville Fore and Aft resource page.</p> <p>Neighborhood Activity centers design standards apply in the VC, MSCC, VE, BC, CS, WR, WBC, and WACC zoning districts. The standards address: (i) relationship of building to site, (ii) relationship to adjoining area, (iii) landscaping, (iv) architecture, (v) signs, (vi) street furniture, and (vii) maintenance.</p>
<p>ERN 1.2</p>	<p><i>Improve stormwater management including completing sewer separation activities as planned to enable infill development</i></p>	<p>Ongoing</p> <p>Recommendation: Carry forward –modifications possible.</p>	<p>WRP: A long-range capital improvement plan and combined sewer separation effort are underway and should be continued.</p>
<p>ERN 1.3</p>	<p><i>Maintain and upgrade the other infrastructure including the streets and sidewalks</i></p>	<p>Recommendation: Needs discussion.</p>	<p>Planning: Specific infrastructure needs should be identified and prioritized, after careful review of the Public Works, Water Resources Protection, Parks, and Planning planned projects. Integration with One Climate Future priorities must also be considered as certain ERN may require targeted infrastructure upgrades. .</p>

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
ERN 1.4	Improve the pedestrian and bicycle facilities within the neighborhoods as well as the links to nearby neighborhood centers and community facilities	Recommendation: Needs discussion.	<p>Planning: An integrated and high level active transportation plan is needed for the City. It is likely most effective to create a separate “bicycle master plan” but high-level priorities for connectivity and improving active transportation options/facilities should be explored in the Comp Plan update.</p> <p>In 2019, the City adopted the Open Space Plan and integrated it into the Comp Plan as an appendix. The Open Space policies included recommendations to establish specific linkages and an overarching framework for connecting the city through open space properties and trail systems.</p> <p>The City also voted to approve a \$4.5million bond for open space acquisition, which may allow for the expansion of either recreational destinations, trails, or other the acquisition of sites that can strategically contribute to this goal.</p>
ERN 1.5	Maintain and upgrade neighborhood parks and green spaces	Recommendation: Remove.	<p>Planning: This is an ongoing commitment of the City and is addressed in higher-level policies adopted in the Open Space Plan. Since this policy does not give any specific directions for ERN areas, it should be removed, and parks and green space policies should be further refined in the future open space plan refinements.</p>
ERN 1.6	Assure the livability of these neighborhoods by quickly addressing activities that create problems for neighbors or the larger neighborhood	Recommendation: Remove.	<p>Planning: It’s unclear what this policy is seeking to achieve, and it reads awkwardly in that it suggests some form of preferential or more responsive public service is needed. If this policy was developed due to a sensitivity or unique challenge that ERN areas face, then those should be clearly named and solutions identified. Perhaps these areas require more careful attention due to aging and crumbling infrastructure that is not such an acute issue in more recently-developed areas?</p>
ERN 1.7	Continue to provide financial assistance to low/moderate-income property owners to maintain and improve their homes	Ongoing Recommendation: Carry forward –modifications possible.	<p>Planning: The City and County provide modest resources to assist homeowners with home maintenance. If specific challenges or goals are identified (e.g. façade improvement, or paint maintenance) then targeted policies could be considered.</p>
ERN 1.8	Discourage cut-through traffic from using neighborhood streets including enforcement of speed limits	Recommendation: Needs discussion.	<p>Planning: While this policy appears valuable and self-evidently “good”, it does not give any real guidance. Speed limits are established to be enforced, and “discouraging” cut-through traffic needs to be fleshed out more. Are we seeking road diets and constrictions to make it more difficult to pass through the area? Are we trying to communicate that the City has a traffic enforcement issue? While these kinds of policies are important because they echo what the neighborhoods are likely expressing a desire for, they do not give concrete steps that should be taken. The City should consider the underlying problems that lead to this policy and whether any action can be taken to address those.</p>

THE BROADWAY AND COTTAGE ROAD CORRIDORS

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
<p>OBJECTIVES: ALLOW MORE INTENSE UTILIZATION OF THE LAND ALONG THE MAJOR TRAFFIC CORRIDORS WHILE ASSURING THAT THE ADJACENT RESIDENTIAL NEIGHBORHOODS ARE PROTECTED AND THE ABILITY OF THE STREETS TO MOVE TRAFFIC IS MAINTAINED; ENCOURAGE DEVELOPMENT AND REDEVELOPMENT TO OCCUR IN A WAY THAT MAKES THE USE OF ALTERNATIVE TRANSPORTATION MORE FEASIBLE BY FOCUSING GROWTH ALONG THE MAJOR TRANSPORTATION CORRIDORS</p>			
<p>BCC 1.1</p>	<p><i>Zoning and land use revisions</i></p> <ul style="list-style-type: none"> -The Outer End of Cottage Road – the area is allowed to transition to a low-intensity, mixed-use area that includes small-scale retail, service, and office uses as well as a range of residential uses. -The Meeting House Hill Commercial Hub – the area evolves as a mixed-use center providing services to the surrounding neighborhoods as well as motorists using Cottage Road. Allowed uses include retail and service businesses as well as increased residential and entertainment options. -Meeting House Hill – the current of character of the Cottage Road corridor from the foot of the hill to the church and commercial area is maintained. Uses in this area are limited to residential and community uses with provisions for very limited nonresidential use such as home occupations. -East End of Broadway – the current special zoning district to accommodate the Betsy Ross House remains in place as is. The balance of this segment moving west continues to be designated as a multi-family residential area including low-intensity offices and community services with a residential density of up to 10 units per acre. -Broadway–Sawyer Neighborhood Center to Mussey Neighborhood Center – this segment continues to be designated as a multifamily residential area including low-intensity offices and community services with a residential density of up to 10 units per acre. -Broadway–Mussey Neighborhood Center to Cottage Road including the east side of Mill Cove – this segment continues to allow a range of housing including multi-family housing as well as business and professional offices. -Pleasantdale-Buttonwood Community Commercial Hub – the area evolves as a mixed-use center providing services to the surrounding neighborhoods as well as motorists using Broadway -Broadway–Pleasantdale-Buttonwood Commercial Hub to Pleasantdale Elm/Hill Neighborhood Center – this segment of Broadway evolves into a higher-density mixed-use residential-office corridor. -Broadway–Pleasantdale-Elm/Hill Neighborhood Center to Evans Neighborhood Center – This segment of Broadway evolves into a higher density mixed-use residential- office corridor similar to the Pleasantdale– Buttonwood to Pleasantdale-Elm/Hill Neighborhood Center segment -Broadway–Evans Neighborhood Center to Lincoln Street – this area is designated as a general purpose commercial district allowing a wide range of non-residential uses. New or redeveloped buildings should be required to be set back from the street with access limitations to minimize impacts on traffic movement and safety. -Broadway–Lincoln to Cash Corner – The width and alignment of Broadway in this segment creates a significant obstacle for development/redevelopment in this area. This is considered to be a “holding zone” recognizing that this area should evolve into a higherintensity, mixed-use area similar to other sections of the Broadway corridor if transportation improvements are made. The future could include proposals for larger-scale redevelopment of parts of the area 	<p>Recommendation: Needs discussion.</p>	<p>Planning: A major challenge that has emerged lately is a sense that the City’s circulation infrastructure may not be prepared to handle the incremental growth the city has seen over the last 10 years. At the same time, Once Climate Future is advocating for significantly more intensification of growth along corridors where transit is available and can be expanded in the future (transit-oriented development).</p> <p>The role that each of these identified area plays in either serving as a node for concentrated growth in the future, with a transit services, should be explored. Which parts of the community are more able and appropriate to handle intensified development? A city-wide traffic study should be development as part of the comp plan effort so that we can determine our overarching circulation capacity and bottlenecks.</p> <p>Outer end of Cottage: Highly developed, with smaller lots. This area is not likely to see change in the next 10 years. A Zone. Limited growth area designation in the comprehensive plan.</p> <p>Meetinghouse House Commercial Hub: LB Zone with some A zoned parcels. Also contains the Meeting House Community Commercial Zone for higher density development. MHCC allows up 24 units per acre. The largest lots here are approximately 0.5 acres, Height restrictions may be too limiting to foster high-density infill, and the parcels within the MHCC are already developed. Redevelopment may require higher density allowances.</p> <p>Meeting House Hill – A zoned. Highly developed low-density residential area. Limited growth area designation in the comprehensive plan.</p> <p>E. end of Broadway – G zoned with S-1 for the Betsy Ross facility. At 10 units per acre density allowance, there is unlikely to be any development within this area, yet it is a growth area in the comprehensive plan.</p> <p>Broadway-Sawyer: Sawyer-Street neighborhood center is zoned LB (northwest of the Broadway/Sawyer intersection), and the remainder of the area is in zone G. As a highly developed area, and with limited redevelopment potential (densities are 10 units per care with lot sizes averaging approximately 0.2 acres), limited change is likely even though this is designated a growth area in the comp plan. Broadway/Sawyer continued to be a challenging intersection. Very few options remain to address congestion and delay at the intersection other than a roundabout. The Sawyer “center” is highly limited although this was a historic village center in South Portland.</p> <p>Broadway-Mussey: the Mussey neighborhood center is also highly limited. The service station is typically not a land use associated with a neighborhood center element. Commercial investment and new retail/service establishments, if desired, would require a redeveloped center, as with Sawyer.</p> <p>Pleasantdale-Buttonwood: Zoned LB and C, reflecting current land use. The area is highly susceptible to sea level rise and includes the estuary and main stem of Anthoine Creek, which create (compromised) wetland resources south of Broadway.</p> <p>Elm/Hill: Zoned LB and G. Highly developed. Unlikely to change without significant upzoning. Listed as a limited growth area in the comp plan. However, S. Kelsey Street to Evans is a growth area and zoned G. This too is unlikely to change without significant upzoning, however with the small lots that are in this area, major change appears highly unlikely.</p> <p>Evans: The Evans neighborhood center and Evans to Lincoln stretch are problematic from a traffic standpoint. The City recently completed a signal upgrade and synchronization effort at Evans and Lincoln to alleviate peak congestion. The results and recalibration of the signal timing is currently ongoing. Long term, the only solution to traffic congestion at the Evans intersection would be a roundabout, however major property rights and infrastructure challenges are impediments to straight-forward implementation of a major traffic redesign. Properties in the vicinity are susceptible to sea level rise in the moderate and high rise scenarios. Casco Bay Steel is a prominent employer at the Evans intersection. Topography and natural resources present constraints on the north side of Broadway. Barbary Creek crosses through the area, and is a urban impaired stream with major revitalization challenges.</p> <p>Lincoln to Main: This is designated as a holding area. Inquiries into redevelopment have arisen however, without further guidance, and with limited redevelopment capacity offered by the G zone which covers the stretch of roadway, redevelopment is unlikely. Congestion issues are somewhat concentrated here due to the challenges of the Lincoln and Evans intersections. Significant freight traffic is present on this segment as well.</p>

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
BCC 1.2	Undertake a study of possible traffic improvements between the Broadway/Lincoln intersection and the Main Street corridor including improvements to Broadway and the possibility of an alternative traffic pattern such as a one-way Broadway-Lincoln-Main loop	Recommendation: Needs discussion.	Planning: The City recently completed the signal upgrades at Evans and Lincoln intersections to better synchronize the signal timing. IN addition, the City was awarded grants through the Greater Portland Council of Governments to complete major multi-use path and roadway upgrades in the area, however funding shortfalls when projects were bid has stalled these efforts. The City is currently working on recombining funds allocated through underfunded grant projects to complete as much of the multi-use path and road upgrades in the Lincoln area as possible. Additional funding will be needed to see the necessary but major circulation infrastructure for this area come together. A one-way circulation on Lincoln-Broadway-Main was not meaningfully studied.
BCC 1.3	Develop and implement mini-plans for each community commercial hub and neighborhood center since the character and scale of the various centers varies widely. The City should develop the mini-improvement plan for each of the centers in cooperation with the property and business owners and the surrounding residential neighborhood.	Recommendation: Remove as this was completed, however if any intensification is identified in the next plan, these design guidelines will need to be revisited to address additional scale that may be contemplated.	Planning: Design guidelines were development for Village (Knightville) and Neighborhood Commercial centers. These are located in Zoning Ordinance Sections 27-1556 and 27-1572.
BCC 1.4	Maintain/improve the infrastructure along these corridors including the sidewalks and street trees.	Recommendation: Needs discussion.	Planning: Maintenance is an ongoing effort, however the guidance to “improve” will need to be further explained. What is envisioned here? A more intensive beautification effort would need to be considered more carefully. Otherwise, this policy may not be saying much.

THE EASTERN WATERFRONT

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
<p>OBJECTIVE: PROMOTE THE REDEVELOPMENT OF THE “EASTERN WATERFRONT” AS A MIXED-USE AREA WHILE MAINTAINING THE POTENTIAL FOR MARINE USE – THE PORTION OF THE CITY’S WATERFRONT RUNNING FROM THE YACHT CLUB IN FERRY VILLAGE AROUND SPRING POINT TO SOUTHERN MAINE COMMUNITY COLLEGE REPRESENTS A SIGNIFICANT OPPORTUNITY TO ENHANCE THE CITY’S IMAGE AS A DESIRABLE COMMUNITY THAT IS A DESTINATION FOR BOTH RESIDENTS AND VISITORS WHILE AT THE SAME TIME EXPANDING THE CITY’S TAX BASE. THE REDEVELOPMENT OF VACANT AND UNDERUTILIZED AREAS IN A WAY THAT EXPANDS PUBLIC ACCESS AND THE DIVERSITY OF USES WHILE MAINTAINING MARINE ACTIVITIES IS A FUNDAMENTAL LAND USE OBJECTIVE.</p>			
<p>EW 1.1</p>	<p><i>Zoning and land use revisions</i></p> <ul style="list-style-type: none"> - Ferry Village Marine Mixed-Use Area – this area evolves into a water-related mixed use area that both serves the Ferry Village neighborhood and attracts visitors to this portion of the waterfront. Non-marine uses are allowed to develop over time as part of mixed-use redevelopment or reuse especially in areas away from the waterfront. - Marine Industrial Areas - in the longer term, if demand for these facilities declines or the type of activity needs to change and the owners of these facilities desire to explore other uses for these facilities, the City, in conjunction with the owners, should reevaluate the best use of these waterfront sites - Shipyards Development District - this area is developed/redeveloped in a way that expands the City’s property tax base and creates economic benefits for the entire community while being compatible with the surrounding neighborhood. Within this area, the City’s development regulations should continue to allow existing marine and oil facilities to upgrade or expand on parcels that are already used for this purpose. The regulations also should encourage creative development/redevelopment of the vacant or underutilized land within this district by establishing flexible, performance-based standards that allow a wide range of potential uses. This could include the use of “conditional zoning” or the creation of a special development district tailored to a specific development proposal. Pickett Street Neighborhood Center – This area includes the intersection of Broadway and Pickett Street. The neighborhood center is intended to provide services to the surrounding neighborhood, SMCC students, nearby workers, and mariners using the various marine facilities. The center is a compact, local commercial area that effectively balances pedestrian accessibility and safety with the need to maintain vehicular mobility. These areas contain neighborhood-serving retail, convenience, service, and professional office businesses, as well as moderate- to high-density housing (see the description of the Sawyer Street NC for additional details). The SMCC College Institutional Area – provides for the continued growth and redevelopment of the college essentially within its campus. A clear boundary for the campus is established and college activities are contained within that boundary. Appropriate buffers defined by the City are established where the campus adjoins established residential neighborhoods. All new development or redevelopment including significant expansions or alterations of existing buildings is done in accordance with a Campus Master Plan that has been approved by the Planning Board. 	<p>Recommendation: The following areas need discussion:</p> <ul style="list-style-type: none"> • Ferry Village Marine Mixed-Use • Marine Industrial • Shipyards Development District • SMCC College Institutional <p>Recommendation: The following areas should carry forward – with modifications possible:</p> <ul style="list-style-type: none"> • Shipyards Mixed-Use (Spring Point) <p>Recommendation: These areas may be removed:</p> <ul style="list-style-type: none"> • Pickett Street Neighborhood Center 	<p>Ferry Village Marine Mixed-Use Area: Planning: Minimal activity in the area apart from reinvestment in Front Street Grill, partly because it is quite narrow in scope. Possibly need to reconsider whether this complex mix of uses is functional as an identifiable key land use policy area in the Comp Plan. The site is highly susceptible to sea level rise while including marine-oriented uses (some may be facing serious pressure to convert). The City, as part of waterfront planning, needs to consider this area’s role in the future waterfront. Zoned G, LB and S, which aligns with the idea of maintaining water-oriented use north of Front Street, and other (i.e. residential) uses south of Front Street</p> <p>Marine Industrial Areas: Planning: The current Comprehensive Plan relies on property-owner initiative to drive land use evolution. The update to the Comprehensive Plan should consider whether the City wishes to present a coherent vision for the future that may stimulate or induce change, rather than rely on property owners to present the proposal. As written the policy is somewhat meaningless because it does not set any expectations for how the City would evaluate a property-owner initiated “evolution” of the waterfront.</p> <p>Shipyards Development District: Planning: This collection of properties is highly dynamic at the present the moment (and has received proposals for large-scale development in the past). PK Realty is currently engaged in a community-based effort to identify a vision and master plan for the property. The Comprehensive Plan for this area is quite permissive, and fluid, although it rightly identifies the large opportunity, as well as the major constraints (infrastructure in particular) to realizing opportunities for development. If a specific project proposal and master plan are not developed in advance, the Comp Plan update, should consider providing clearer guidance on expectations as this is one of the few sites in the City that can accommodate growth.</p> <p>Shipyards Mixed-Use Area Planning: The City recently updated the lease for Spring Point to ensure more accurate cost and revenue capture at the site, and infrastructure investment is expected from the marina. The Spring Point zoning district was designed to be permissive and supportive of mixed-use. The Planning office has note received many recent inquiries for modifying or addressing concerns in this zone.</p> <p>The Pickett Street Neighborhood Center Planning: The comprehensive plan guidance provided for this center appears to be compatible with the guidance given for the Shipyards Mixed-Use area. Zoning for this center is a blend of S, SP, and LB, which should be revisited as there may be a desire to create investment and redevelopment opportunities for existing businesses to grow.</p> <p>The SMCC College Institutional Area Planning: The Comp Plan seeks to support continued growth and redevelopment of the campus, however the zoning for the site is highly out of alignment with the existing facilities and would substantially constrain any growth or redevelopment efforts. The Comp Plan calls for a Master Plan for facilities upgrades that requires Planning Board approval. The Comp Plan Update may seek to give more definition to what is expected/reasonable at this site because a future Master Plan proposal would need to be evaluated against the Comp Plan parameters. There are very few parameters provided in the current plan.</p>

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
EW 1.2	<i>Expanding the capacity of Broadway to move traffic into and out of the area while minimizing the impacts on the adjacent residential neighborhoods</i>	Recommendation: Needs discussion	Planning: The City commissioned a study with GPCOG that evaluates the capacity constraints of Broadway along from Mill Creek to Cushing's Point (the eastern waterfront). This study identifies several options to help alleviate traffic and circulation constraints but is clear that expanding Broadway is not a viable option due to heavy build-out along the roadway. This Policy should continue however the work has largely been done to assess options on Broadway. The policy could stand to be refined based on the findings of the Cushing's Point Broadway Corridor Study . The report is due to be released December 2021.
EW 1.3	<i>Improving public transportation to and from the area including increasing the frequency of bus service in the Broadway corridor.</i>	Recommendation: Carry forward – modifications possible.	Planning: There are major limitations to the City's capacity to increase frequency, but continued effort and focus on this goals is essential.
EW 1.4	<i>Continuing to work with SMCC to increase the number of students and staff using the transit system</i>	Recommendation: Carry forward – modifications possible.	Planning: The Cushing's Point Broadway Corridor Study identifies Transportation Demand Management (TDM) as a critical tool in the toolbox to help manage capacity along Broadway. This policy is extremely valuable as it allows the City to negotiate and evaluate future SMCC projects with an expectation that TDM is incorporated.
EW 1.5	<i>Exploring the potential for a water-based transportation connection to Portland</i>	Recommendation: Carry forward – modifications possible.	Planning: The Cushing's Point Broadway Corridor Study explored the viability of a marine-transit link and has found that there is a business/viability case to be made for the service. The next steps would be to study the geotechnical/hydrological/nautical/infrastructural aspects of providing the service, as well as developing a funding plan. This policy is necessary unless the City Council, in receiving the Cushing's Point study determines there is no desire to move forward with the transit service exploration.
EW 1.6	<i>Upgrade the pedestrian facilities along Front Street in Ferry Village in coordination with any redevelopment proposals</i>	Recommendation: Remove as this guidance is too limiting to bike/pedestrian needs. In the Eastern Waterfront.	Planning: The Cushing's Point Broadway Corridor Study identified bicycle and pedestrian improvements east of Mill Creek, including through Ferry Village, and should be used as a guide for future investment. This policy does not align with the findings because it is far too limiting. The policy should be removed and replaced with a substantially more comprehensive approach to bike/pedestrian improvement in the eastern waterfront.
EW 1.7	<i>Actively work with property owners and/or potential developers in the Shipyard Development District to explore the possible development/redevelopment of these parcels</i>	Recommendation: Carry forward – modifications possible.	Planning. The City is working intensely with the current property owners and likely will need to continue working with them over the next 10-15 years to evaluate and later manager the master plan for development.
EW 1.8	<i>Become a partner, if necessary, in any development proposal in the Shipyard Development District to assure that the basic infrastructure needed to support a good quality development proposal is available</i>	Recommendation: Carry forward – modifications possible.	Planning. The City is working intensely with the current property owners and likely will need to continue working with them over the next 10-15 years to evaluate and later manager the master plan for development.
EW 1.9	<i>Develop and implement a mini-plan for the Pickett Street Neighborhood Center</i>	Recommendation: Needs discussion	Planning: This "center" has not generated tremendous development discussion in recent years. There may be merit in eliminating this goal or deeming it complete as the adjacent Shipyard Mixed-Use district may provide the right platform for property-owner initiated redevelopment discussions to occur. This does not appear to be a priority for the next 12 years and the City may which to take a more passive stance and allow property owners to drive creative ideas about the future of the center.

THE MAIN STREET CORRIDOR

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
OBJECTIVES: ALLOW MORE INTENSE UTILIZATION OF THE LAND ALONG THE MAJOR TRAFFIC CORRIDORS WHILE ASSURING THAT THE ADJACENT RESIDENTIAL NEIGHBORHOODS ARE PROTECTED AND THE ABILITY OF THE STREETS TO MOVE TRAFFIC IS MAINTAINED; ENCOURAGE DEVELOPMENT AND REDEVELOPMENT TO OCCUR IN A WAY THAT MAKES THE USE OF ALTERNATIVE TRANSPORTATION MORE FEASIBLE BY FOCUSING GROWTH ALONG THE MAJOR TRANSPORTATION CORRIDORS			
MSC 1.1	<p><i>Zoning and land use revisions</i></p> <ul style="list-style-type: none"> -Limited Office-Service Area – this area includes the residential properties that front on the east side of Main Street on both sides of the Ridgeland Avenue intersection. This strip should allow for low-intensity use of these homes for nonresidential purposes while providing a transition to the adjacent residential neighborhood. -Office-Service Area – this designation includes the area on the west side of Main Street from Lincoln Street to the cemetery property, the small residential area along Cox Street, and the east side of Main Street as far as Alton Street. The longterm objective is that this area will redevelop as an attractive gateway to South Portland from the Veteran’s Bridge and I-295. This designation will allow a range of non-residential uses including offices, service businesses, contractors, and similar businesses that do not generate a lot of traffic. Retail uses would not be allowed except as part of another use. A range of residential uses would be allowed including multi-unit housing. -Cash Corner Planned Commercial-Mixed-Use Area –this area would continue to be designated as a commercial district allowing office, retail (including gas stations), wholesale, and service uses. Residential uses would also be permitted. The short-term focus would be on upgraded site design standards that require enhanced access management and landscaping for expanded or redeveloped properties. Buildings would be limited to two stories and be required to provide off-street parking commensurate with an auto-oriented business district. Development could also be done in accordance with the concept of the Planned Mixed-Use Development Area -Office-Residential Transition Area – this designation includes the area on the west side of Main Street from the railroad bridge to Southwell Avenue. This designation is intended to allow these homes that are adjacent to Main Street to be converted to non-residential use but only if it is for uses that do not generate significant traffic. -Main Street Community Commercial Hub – This designation includes both sides of Main Street from the Southwell Avenue area to the Westbrook Street intersection. The area re-emerges as a mixed-use center providing services to the surrounding neighborhoods as well as motorists using Main Street rather than as a highway commercial area. Main Street is reconfigured as a City street. Allowed uses include retail and service businesses as well as increased residential and entertainment options. <p><i>Continued in the table cell below</i></p>	<p>Recommendation: The following areas need discussion:</p> <ul style="list-style-type: none"> • Limited Office-Service • Office-Service • Cash Corner Planned Commercial-Mixed-Use • Main Street Community Commercial Hub • Highway Commercial Services • Outer Main Street Planned Mixed-Use Development • Outer Main Street Office-Service <p>Recommendation: The following areas should carry forward – with modifications possible:</p> <ul style="list-style-type: none"> • Office-Residential Transition Area (near Mardale Ave) • Office-Residential Transition Area (near Noyes St) <p>Recommendation: These areas may be removed:</p> <ul style="list-style-type: none"> • Future Office Expansion • Noyes Street Area 	<p>Planning: Overall, the City should consider whether such fine-grained division along this corridor is necessary or effective. Many of these areas appear to have a mis-match between zoning and the guidance provided.</p> <p>Limited Office-Service Area Planning: This area shares the same zoning (C) as the “Office-Service” area, which begs the question of whether it is a functional division.</p> <p>Office-Service Area Planning: The City’s (C) zoning district applies here and is among the most permissive zones. The area has serious infrastructure barriers to development (turnpike spur), steep topography, and water resources. Small lot configurations present real challenges to accommodating the typical type of development that would expected in such a land use environment, and the presence of residential properties (that are more affordable due to the location) also present challenges for investment and redevelopment. The City should carefully consider the nonresidential vision in this location and consider a deeper dive with an economist and technician in development that could help identify what kind of standards would be necessary to support investment and development in this area in the face of existing constraints.</p> <p>Cash Corner Planned Commercial-Mixed-Use Area Planning: The area is zoned (C) and (LB). The Broadway/Main intersection presents a major infrastructure and circulation challenge, however the properties surrounding the intersection are provided extremely limited opportunity for investment that might be leveraged to help provide infrastructure investment. The limitation on 2-story and low-density commercial activity may need to be revisited. The area is also surrounded by (A) zoning, which is the City’s more restrictive residential zone. It may be appropriate to consider higher density residential allowances adjacent this area as a transition from auto-oriented commercial activities to residential neighborhoods. This area would need to be considered as part of the Cash Corner focused analysis in the Comp Plan update.</p> <p>Future Office Expansion Planning: This is a mapped area near Bishop/Haskell and Huntress avenues, however no policies are given to this area. The desire for this pocket, and why the boundaries are where they are is not clear.</p> <p>Office-Residential Transition Area Planning: The area is zoned (A) which does not provide the “transition” that is identified in the current comp plan. The City maintains the RT zone which was not applied here.</p> <p>Main Street Community Commercial Hub Planning: This area was given a dedicated, flexible, zone (MSCC) that has helped achieve the desired vision. The recent Housing Authority project, Thornton Heights Commons, at 611 Main Street was completed under a conditional zone that relied on an iteration of the G zoning district, which suggests there is a need to revisit the MSCC zone and explore whether it is right-sized to stimulate the type of redevelopment that is desirable in this corridor area. 611 Main Street involved redevelopment of a former religious site, which of course offered a unique parcel and development, but converting the site to MSCC was not appropriate to support the type of project that was ultimately approved.</p>

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
	<p><i>Continued from table cell above</i></p> <p>-Highway Commercial Services Area – this designation includes the area around the intersection of the South Portland Connector and Main Street. This designation recognizes the existing use of this area as a highway commercial district. Within this area, the land use regulations would continue to allow a range of retail, service, and hospitality uses in an auto-oriented environment.</p> <p>-Office-Residential Transition Area – this is the small existing RT Zone on the west side of Main Street south of the South Portland Connector. This area will continue to be a transition area that allows residential uses as well as low intensity office and service uses.</p> <p>-Noyes Street Area – this designation includes Noyes Street, which is a short dead-end street on the east side of Main Street with a handful of homes. These properties should remain zoned as residential. If property owners want other use of their neighborhood to be considered in the future, the City should be open to this discussion.</p> <p>-Outer Main Street Planned Mixed-Use Development Area – this designation includes the area on the east side of Main Street from the Noyes Street area south to the Scarborough line. This area would be designated as a “planned development area” in which any new development or redevelopment would need to be done in accordance with an overall development plan that shows how the objectives for the area would be achieved. Within this area, all new development or redevelopment would have to include a mix of types of uses (residential/office, office/retail, etc.) and be designed with an urban character.</p> <p>-Outer Main Street Office-Service Area – This area includes the west side of Main Street from New York Ave to the Scarborough line. The objective for this area should be twofold. On one hand, it should become an attractive gateway to the City from Scarborough. On the other hand, it should also function as the transition between higher-intensity development envisioned for the east side of Main Street and the Sunset Park neighborhood. This designation allows a range of uses including offices, service businesses, contractors, and similar uses. Retail uses would not be allowed except as part of another use. A range of residential uses would be allowed including multi-unit housing</p>	<p><i>See table cell above</i></p>	<p>Highway Commercial Services Area Planning: This area is zoned (LB) which could be reconsidered if redevelopment and intensification are considered.</p> <p>Office-Residential Transition Area Planning: This has been zoned (RT) which is specifically designed for this transitional purpose. Given the Kings Wood Park development behind these properties, and recent proposals to add a large number of units at the property behind Kings Wood Park, there may be a need to reconsider the vision for this transition area.</p> <p>Noyes Street Area Planning: This guidance does not make clear any direction that the City should take for the area and arguably could be removed. In saying the existing use is appropriate and the City should entertain (unqualified) future proposals from neighbors, the City has effectively written a policy that allows anything, i.e. a policy that gives no guidance except that community consultation is appropriate in future rezoning (which could be better placed elsewhere as an overarching desire of the City).</p> <p>Outer Main Street Planned Mixed-Use Development Area Planning: This area is zoned (LB) and no parameters are given to create the requirement for a “Planned Development”. The only parameter that appears to have been set is that the “plan” must be “urban” but this is a highly qualitative term with no real substance. IN effect, the policy has not been implemented in any meaningful way. This area is quite unique because there are larger lots that have the potential to accommodate larger development. The limitations of LB zoning, however, put into question whether we expect creative and out-of-the-box “planned” development. Complying with LB zoning, in a very general sense, would yield relatively conventional development (for example, setbacks are quite extensive at 15 feet +, heights are limited to 35 feet, and effective density is limited to 10 units per acre because the LB zone defers to the least restrict residential density set by residential zoned adjacent to the LB property, which happens to be (G) in this area.</p> <p>Outer Main Street Office-Service Area Planning: This area is also zoned LB and therefore is not differentiated from the Outer Main Street Planned Mixed-Use Development that it is supposed to transition from. The area apples to just 2 parcels of roughly 1.5 acres apiece, and both are well developed. To induce the production of an intensified and beautified gateway, this area should explore significant upzoning to allow for the necessary investment and set design or other gateway requirements, which currently don’t exist.</p>
MSC 1.2	<p><i>Exit 4 of I-295 needs to be reconfigured. As currently configured, vehicles can use the Veteran’s Bridge Connector and Exit 4 to get onto I-295 northbound or to exit from I-295 if traveling southbound. As a result, all vehicles that want to go southbound on the Maine Turnpike have to use Main Street to get to the South Portland Connector. Similarly, northbound vehicles have to exit and use the South Portland Connector and Main Street. Exit 4 needs to be reconstructed to allow both north and southbound use and the City should continue to support this reconfiguration.</i></p>	<p>Recommendation: Carry forward – modifications possible.</p>	<p>Planning: While the likelihood is limited, this is a valuable and important policy goal. The new infrastructure bill may create opportunities for this kind of investment.</p>
MSC 1.3	<p><i>Reconfigure the access to the Scarborough Connector. The connector from I-295 to Route One in Scarborough does not allow full directional access, especially for vehicles coming to or from the Pleasant Hill industrial area. The current configuration has no provision for southbound vehicles on Route One to get onto the connector. Southbound vehicles on the connector can only go north on Route One by using the jug-handle at the Maple Street intersection to essentially reverse direction. This results in vehicles going to and coming from the Pleasant Hill industrial area as well as from South Portland using Main Street to reach the South Portland Connector. This connection between Route One and I-295 needs to be reconstructed to allow southbound Route One vehicles to get onto the Scarborough Connector. The City needs to continue to support the continued exploration of this alternative as another way to reduce truck traffic on Main Street</i></p>	<p>Recommendation: Carry forward – modifications possible.</p>	<p>Planning: This effort is neither in our jurisdiction or our capacity to act, however to the extent that advocacy can support the effort the policy makes sense. That said, this measure needs the City Council to take a formal stance on the issue through a proclamation or such measure, and continue political engagement at the regional transportation planning level (i.e. via GPCOG and PACTS).</p>
MSC 1.4	<p><i>Develop and implement a mini-plan for the Main Street Community Commercial Hub</i></p>	<p>Recommendation: Remove as this was completed and new direction may be warranted for this area if it is a focus area going forward.</p>	<p>Planning: The City created the MSCC zone in early 2017 to achieve this effort. If the comp plan update identifies a similar area as a focus, there should be new guidance as to what the direction is going to be in the future. One Climate Future may be a necessary lens for evaluating the future of the area.</p>

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
MSC 1.5	<p>Reconfigure Main Street from the railroad bridge south to the Westbrook Street area. This portion of Main Street needs to be reconstructed to have more of a “street-like character” or to be a “complete street.” This effort should be guided by the mini-plan for the Main Street Community Commercial Hub. This improvement should include narrowing the travel way to provide for one normal Chapter 6 Land Use Goals and Policies 2012 South Portland Comprehensive Plan Update 6-33 width travel lane and a parking lane in each direction (except at signalized intersections) with the creation of an esplanade between the curb line and the sidewalk. This improvement would include relocating utilities underground and providing street trees in this portion of the corridor.</p>	<p>Recommendation: Remove as this was completed.</p>	<p>Planning: This work was completed and may be a precedent for extension of the treatments beyond Westbrook. A continued challenge is that the village-like atmosphere continues to accommodate a large volume of heavy freight vehicles, but that will be very difficult to address due to the land use and circulations patterns that exist and are unlikely to change in the next 15 years.</p>
MSC 1.6	<p>Maintain and improve/extend the sidewalks on both sides of Main Street from Lincoln Street to the City line</p>	<p>Recommendation: Carry forward – modifications possible.</p>	<p>Planning: The City has been awarded funding through MDOT and GPCOG to complete large sections of the work but the work bid came in significantly over-budget. Funding is a massive challenge to complete this effort however the goal remains relevant and valuable.</p>
MSC 1.7	<p>Manage curb cuts in the corridor. The City should undertake a program to work with property owners to reconfigure the frontage along Main Street to “closeup” areas where there are undefined or poorly defined points of access. The objective of this program would be to create clearly defined points of access to each lot and to separate the street from the private lot.</p>	<p>Recommendation: Needs discussion</p>	<p>Planning: The City’s curb cut ordinance achieves this in the only way feasible: by leveraging redevelopment proposals. Expediting the work will require incentivizing redevelopment, which was discussed through other policies.</p>

THE WORKING WATERFRONT

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
OBJECTIVE: MAINTAIN THE WORKING WATERFRONT WHILE CREATING LIMITED OPPORTUNITIES FOR INCREASED PUBLIC ACCESS AND A MIX OF USES – SOUTH PORTLAND PLAYS A MAJOR ROLE AS AN OIL PORT BECAUSE OF ITS ALL-SEASON DEEP-WATER ACCESS. WHILE THE CITY SHOULD PROVIDE OPPORTUNITIES FOR ADDITIONAL MIXED-USE DEVELOPMENT, INCLUDING EXPANDED PUBLIC ACCESS, IN SELECTED AREAS OF THE WATERFRONT, THE ABILITY OF MARINE-RELATED BUSINESSES AND ACTIVITIES TO BE LOCATED ON THE WATERFRONT MUST BE MAINTAINED.			
WW 1.1	<p><i>Zoning and land use revisions</i></p> <p>-To assure the continued availability of these areas for future marine uses, the City land use regulations should designate the working waterfront areas that are currently zoned Commercial as Marine Industrial areas in which a variety of marine and marine-related uses are allowed but residential uses and nonresidential uses that do not need a waterfront location are not permitted. In the longer term, if demand for these facilities declines or the type of activity needs to change and the owners of these facilities desire to explore other uses for these facilities, the City, in conjunction with the owners, should reevaluate the best use of these waterfront sites.</p> <p>-Front Street in Ferry Village and the large, vacant parcels in the shipyard area should be designated as the Ferry Village Marine Mixed-Use Area and Shipyard Development District, respectively, as noted in the Eastern Waterfront section</p>	<p>Recommendation: Needs discussion – part of focus review of the City’s Waterfront, which has been earmarked for intensive study in the Comp Plan by the City Council.</p>	<p>Planning: The community must invest considerable energy to evaluate and create a new long range vision for the waterfront. That is not to say the vision must be different, but the community is at an important crossroads in considering what the waterfront should be. All goals and policies stemming from the vision that is created will need to be updated and aligned with that vision. This is a known focus area for the plan.</p>
WW 1.2	<p><i>Support periodic dredging of the Fore River channel to assure access to the existing terminals</i></p>	<p>Recommendation: Carry forward – modifications possible.</p>	<p>Planning: The City is partnering with Portland to pursue a major dredge project that will bring significant capital to the city to clean up private harbors. The effort has been ongoing and remains an important Economic Development goal. It is possible that the dredge project will be funded and initiated before the Comp Plan Update is adopted, however for the time being, this remains a valid and important goal with a possible “early win” for the City if it is needed in the 2040 Comp Plan.</p>
WW 1.3	<p><i>Improve the management of the tanker truck traffic serving the terminals to minimize the impact on the community including the reconfiguration of Exit 4 of I-295</i></p>	<p>Recommendation: Needs discussion – part of focus review of the City’s Waterfront, which has been earmarked for intensive study in the Comp Plan by the City Council.</p>	<p>Planning: Exit 4 has been improved since 2012 and the City has been awarded funding through MDOT and GPCOG, for multimodal improvements stemming from the exit 4 spur. The project is underfunded and is being prioritized over the next 2-3 years. This item needs discussion as managing truck traffic will have different priorities depending on what kind of waterfront activity is envisioned in the area in the next 12 years. If the area is meant to remain part of the industrial working waterfront, then managing freight may not be a priority or a necessary goal. That said, existing residences will need to be considered to identify ways to assist those residents. Conversely, if the portions of waterfront near the tanks are meant to transition away from being industrial working waterfront areas, then implementing restrictions on associated (industrial) activity may be reasonable/desirable. A waterfront vision is needed to understand how goals and actions are going to be set. That vision should be multifaceted and understand that the waterfront can and currently does serve a myriad of land uses.</p>
WW 1.4	<p><i>Work with the operators of the existing terminals to minimize the impacts on adjacent residential neighborhoods</i></p>	<p>Recommendation: Carry forward – modifications possible.</p>	<p>Planning: It is unlikely that all terminals (or perhaps any) may be removed and fully rehabilitated for other uses within the planning time-frame of the 2040 Comp Plan. As a result it remains essential to continue tracking and working with terminal operators to minimize off-site impacts and nuisances.</p>
WW 1.5	<p><i>Consider the use of Tax Increment Financing or other financing approaches to enable terminal operators to modernize and improve these facilities as well as to mitigate environmental concerns</i></p>	<p>Recommendation: Needs discussion – part of focus review of the City’s Waterfront, which has been earmarked for intensive study in the Comp Plan by the City Council.</p>	<p>Planning: The use of TIF in this fashion is an important discussion that should continue, however this goal is framed in terms of growing or supporting the terminal operators, and the City may not have that goal. It may be a goal to leverage TIF to induce a change of use to other activities, however that is yet to be defined. This action will need to be revisited based on the City’s overall vision for the waterfront. Perhaps some terminals should be supported while others are encourage (via TIFs and other mechanisms) to transition.</p>

THE MAINE MALL AREA

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
<p>OBJECTIVE: ENHANCE THE ROLE OF THE MAINE MALL AREA AS THE STATE'S PREMIER RETAIL DESTINATION WHILE ENCOURAGING FURTHER DIVERSIFICATION OF USES IN THAT AREA – THE MAINE MALL AND THE SURROUNDING RETAIL, COMMERCIAL, AND OFFICE DEVELOPMENT ARE A REGIONAL, AND EVEN STATEWIDE, DESTINATION AND A MAJOR SOURCE OF PROPERTY TAXES FOR THE CITY. MAINTAINING AND ENHANCING THE ATTRACTIVENESS OF THIS AREA AS A DESTINATION WILL MAINTAIN ITS ECONOMIC VITALITY. AT THE SAME TIME, THE CITY SHOULD ENCOURAGE ADDITIONAL OFFICE, SERVICE, HIGH-TECH, AND EVEN RESIDENTIAL DEVELOPMENT TO DIVERSIFY THE USES IN THAT AREA OF THE CITY AND FURTHER EXPAND THE TAX BASE.</p>			
MMA 1.1	<p><i>Zoning and land use revisions</i></p> <ul style="list-style-type: none"> -The Redbank/Brickhill neighborhood should be designated as an established high-density residential neighborhood with a neighborhood center. Within this area, non-residential uses should be limited to promote the residential character of this neighborhood. -The existing business/industrial park areas along Westbrook Street and in the Western Avenue/Jetport area should be designated as economic growth areas and reserved for office and light industrial-type uses. -The Sable Oaks area and adjacent areas on the Turnpike side of Running Hill Road should continue to be designated as an office-recreational-residential area that provides a high-quality office park environment. -The remainder of the area should essentially be treated as a mixed-use district in which a wide diversity of nonresidential and residential uses are allowed and which encourages an intensification of use to create more of a unified destination rather than a collection of individual developments. 	<p>Recommendation: Carry forward – modifications possible.</p>	<p>Planning: The City has participated in a recent concept plan for the Maine Mall to create a Transit Oriented Development format. This was led by GPCOG and the final report was received and accepted by the City Council on 04/14/2020. These goals should be re-evaluated with consideration of considerably more residential activity in the mall area. Ensuring the mall remains competitive will also mean that the planning effort should have a solid understanding of retail trends for regional and super-regional retail centers.</p>
MMA 1.2	<p><i>Developing attractive gateways to the general mall area at the primary entrances that create an image of having arrived at a destination. This should include the Maine Mall Road/Western Avenue intersection area, the Western Avenue/I295 exit area, and the Maine Mall Road/Turnpike access area</i></p>	<p>Recommendation: Carry forward – modifications possible.</p>	<p>Planning: This is generally desirable and may need to be updated with consideration of the mall area as a residential mixed-use district.</p>
MMA 1.3	<p><i>Developing an attractive, distinctive design for the mall area streetscape including street lighting, street and informational signs, sidewalks and pedestrian crosswalks, and similar features that will be applied throughout the mall area to create a sense of a special place</i></p>	<p>Recommendation: Carry forward – modifications possible.</p>	<p>Planning: The City adopted Design Standards For Commercial And Neighborhood Activity Centers in 2017 (see Zoning Section 27-1572 et seq.) that apply certain design standards to designated zoning districts, which include the CS and WACC districts around the Maine Mall. The Mall itself and several surrounding properties (within the CCR zone) are not subject to these guidelines/standards. More targeted design guidance for the CCR zone may be warranted or this policy may need to be reframed to call out unique standards/guidelines within the CCR zone only as the zone without such guidance.</p>
MMA 1.4	<p><i>Continuing to improve/expand the sidewalk and trail network including improved pedestrian crosswalks in key locations</i></p>	<p>Recommendation: Carry forward – modifications possible.</p>	<p>Planning: The City does not have a sidewalk or bicycle master plan, which would be advantageous in streamlining and focusing limited funds for major infrastructure improvements like these. There is also the consideration of impact fees to create private-sector support for public infrastructure like sidewalks and trails. The Planning Division is bringing forward an enabling ordinance for impact fees in March for Council workshop discussion. The Comp Plan update could give broad guidance to the creation of a Bike/Ped Master Plan. It is not advisable to incorporate a full bike/ped Master Plan within the Compo Plan as master plans need to be tactical and must be reviewed and updated on a more frequent schedule than Comp Plans.</p>
MMA 1.5	<p><i>Working with property owners to develop a continuous network of pedestrian facilities including both sidewalks and trails to link key buildings or activity centers with each other</i></p>	<p>Recommendation: Carry forward – modifications possible.</p>	<p>Planning: The City does not have a sidewalk or bicycle master plan, which would be advantageous in streamlining and focusing limited funds for major infrastructure improvements like these. There is also the consideration of impact fees to create private-sector support for public infrastructure like sidewalks and trails. The Planning Division is bringing forward an enabling ordinance for impact fees in March for Council workshop discussion. The Comp Plan update could give broad guidance to the creation of a Bike/Ped Master Plan. It is not advisable to incorporate a full bike/ped Master Plan within the Compo Plan as master plans need to be tactical and must be reviewed and updated on a more frequent schedule than Comp Plans.</p>

INDUSTRIAL GROWTH

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
OBJECTIVE: PROVIDE APPROPRIATE LOCATIONS FOR CONTINUED ECONOMIC GROWTH IN THE CITY – THERE ARE LIMITED AREAS IN THE CITY THAT CAN ACCOMMODATE ECONOMIC GROWTH. THE CITY SHOULD ASSURE THAT AVAILABLE LAND THAT IS SUITABLE FOR HIGH-TECH, LIGHT INDUSTRIAL, DISTRIBUTION, AND SIMILAR USES IS PROVIDED WITH ADEQUATE INFRASTRUCTURE AND IMPROVED ACCESS AND IS NOT USED FOR OTHER TYPES OF USES THAT CAN LOCATE IN OTHER AREAS OF THE CITY.			
IG 1.1	<p><i>Zoning and land use revisions</i></p> <ul style="list-style-type: none"> -Regulations should reserve existing industrially zoned areas for industrial types uses and exclude uses and activities that may be incompatible with industrial activities such as residential uses or that can be located in other areas of the City such as retail and service uses -Development standards should assure that these uses are “good neighbors” and do not create undesirable impacts on adjacent uses or the larger community. The City should review and update its performance standards as necessary. 	Recommendation: Needs discussion – industrial activities are essential to a highly diversified economy, however the Cash Corner neighborhood plan will need to evaluate whether maintaining the current character and extent of industrial zoning is appropriate.	Planning: While industrial activities are economic activities, this policy objective suggests that economic growth is “industrial” growth, which may be too limiting a perspective. Perhaps in part to this connection between economic growth and industrial activities, the City has not developed a multi-faceted approach to economic development strategy and may have relied too heavily on certain (industrial) sectors). In general, the zoning ordinance is quite rigid with regard to the various scales of industrial activities, and getting more nuanced in our understanding of industrial functions can help create a more nuanced economic development strategy; it can also help define when and how industrial activities may be very compatible neighbors with non-industrial land uses.
IG 1.2	<i>Improve stormwater management including completing sewer separation activities as planned to enable development in areas with combined sewers and the development of watershed-based stormwater management programs</i>	Recommendation: Carry forward – modifications possible.	Planning: The Comp Plan update may wish to clarify priorities for investment in CSO mitigation. The Water Resources Department has completed an asset management assessment and 2022 Stormwater Management Plan based on the condition of the sewer/stormwater system, and this will need to be re-assessed based on development priorities that may be established in the Comp Plan update. If certain areas are identified as key growth areas, perhaps CSO investment and other stormwater investment should be prioritized in those locations over others that may be identified as prioritizes in the Department’s asset management system.
IG 1.3	<i>Continue to support reconfiguration of Exit 4 of I-295 to allow both north and southbound use</i>	Recommendation: Carry forward – modifications possible.	Related to MSC Planning: The Maine Turnpike Authority has made its plans for a Gorham Connector public, and there may be new policies related to areas adjacent to the turnpikes based on the new opportunities/constraints created by that connection.
IG 1.4	<i>Continue to support the exploration of the reconfiguration of the access to the Scarborough Connector from Route One as a way to improve access to the City’s industrial areas</i>	Recommendation: Carry forward – modifications possible.	Related to MSC Planning: This connection may be beneficial to other traffic as well and the City may wish to support a complete streets concept for this large infrastructure undertaking.
IG 1.5	<i>Continue to explore improved vehicular access to the potentially developable industrial land between Rigby Yard and outer Highland Avenue</i>	Recommendation: Needs discussion	Planning: This access connection is reliant mostly on Scarborough so the City may only be able to be an advocate. However, on 6/16/2020 through the FY22 budget process, the <i>City Council</i> funded an effort to analyze the feasibility of a “crosstown connector” from Rumery/Dartmouth across the tracks to connect to the Municipal Services Facility and highland.
IG 1.6	<i>Coordinate efforts to reduce energy costs for South Portland businesses including allowing small-scale energy facilities to be located in these areas to serve individual or groups of users and the bulk purchase of electricity</i>	Recommendation: Needs discussion – OCF implementation.	Planning: The City has implement solar energy production policies regulating, small-, medium-, and large-scale solar installations. The One Climate Future plan advocates for exploring all energy options to achieve wider electrification. This policy will need to be revisited to assess the next step in the City’s energy transition.
IG 1.7	<i>Develop a wetlands mitigation bank that allows industrial-type development that encroaches on wetlands to meet mitigation requirements through pre-identified and planned mitigation activities</i>	Recommendation: Needs discussion	Planning: With the Council and Community’s recent efforts to emphasize natural resource preservation, this policy should be carefully explored to assess whether we want to anticipate and plan for wetland loss, or restrict any further loss of wetlands. The City already maintains a Freshwater Wetland Compensation Fund, which is capitalized through in-lieu payments for wetland and upland loss created by development. Refining the policies of avoidance and reduction, before in-lieu payments for mitigation are available is necessary.
IG 1.8	<i>Continue to use TIF and other financing tools to provide the infrastructure needed to support industrial growth</i>	Recommendation: Needs discussion	Planning: The City has long used Tax Increment Financing districts as an effective tool to finance infrastructure investment. however, certain districts have underperformed (the pace of development has not been what was projected, and therefore generated less revenue to invest in infrastructure and other initiatives); other districts have performed very well, but are expiring within 2-4 years which will result in reduced TIF revenues available for investment. The city has an ongoing interest in leveraging TIF for investment in infrastructure and economic development, and new TIF districts should be considered in areas designated for growth to ensure sustained investment in infrastructure that will be required to implement the comp plan.
IG 1.9	<i>Support continued rail service to these industrial areas including the upgrading of the facilities as needed</i>	Recommendation: Carry forward – modifications possible.	Planning: This is not typically a realm that the City has much purview or influence over, however it stands as reasonable policy going forward. There may be a need to update this policy based on other growth preferences the City may adopt. For example, perhaps the City’s advocacy for rail may need to extend beyond industrial goods movement.

2012 COMPREHENSIVE PLAN AUDIT - CHAPTER 6C: LAND USE GOALS AND POLICIES – OTHER LAND USE POLICIES

URBAN AGRICULTURE/BACKYARD FARMING

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
OBJECTIVE			
AG 1.1	The City's land use regulations should continue to allow existing traditional agricultural uses in residential areas	Recommendation: Needs discussion	<p>Planning: This is somewhat at odds with policy in the City today, but it is unclear what was meant by "traditional farming". Backyard garden plots are not typically regulated or prevented by any land use regulations so having this policy seems unnecessary if all that is contemplated is a vegetable garden in your yard. However, if more intensive agriculture was expected, then that should be clarified. There is a current initiative to allow for small farm animal rearing on residential properties, but the community appears to be interested in a very limited application of that allowance. This suggests that the goal of supporting urban "farming" and how intensely, is not well understood throughout the City.</p>
AG 1.2	The City's policy should be to allow urban agriculture/backyard farming as long as it does not create problems for adjacent properties	Recommendation: Needs discussion	
AG 1.3	The City should review and update its provisions dealing with "urban agriculture." In addition to allowing the keeping of a limited number of fowl and bees, these provisions should allow the growing of crops on residential lots (accessory agricultural activities) including the sale of produce or similar items	Recommendation: Remove as this was completed.	
AG 1.4	The City's regulations should also allow the keeping of other farm animals on residential lots and establish standards for when larger animals may be kept, and under what conditions.	Recommendation: Remove as this is nearing completion.	
AG 1.5	The City should also undertake an informational program to make residents aware of both the opportunities for urban agriculture and the possible hazards of raising crops on potentially contaminated soil and the potential effects of fertilizers and herbicides on the City's waterbodies	Recommendation: Carry forward – modifications possible.	

MANUFACTURED HOUSING

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
OBJECTIVE: STATE LAW REQUIRES THAT ALL MAINE MUNICIPALITIES PROVIDE FOR MOBILE HOME PARKS AND THE LOCATION OF MANUFACTURED HOUSING UNITS ON INDIVIDUAL RESIDENTIAL LOTS. THE CITY CURRENTLY ALLOWS MOBILE HOME PARKS IN THE RURAL RESIDENTIAL (RF) DISTRICT BUT THERE IS VERY LIMITED LAND ZONED RF. THE CITY CURRENTLY ALLOWS MANUFACTURED HOUSING UNITS ON ALL CONFORMING RESIDENTIAL LOTS SUBJECT TO A SET OF DESIGN STANDARDS THAT REQUIRE A RESIDENTIAL APPEARANCE. THE CITY NEEDS TO IMPLEMENT CERTAIN ACTIVITIES AND PROGRAMS TO ADDRESS THE STATE LAW.			
MAN 1.1	Allow a new mobile home park to be developed in any residential zone provided that the site has a minimum of ten acres, is served by public sewerage and public water, and the design and layout will conform to the minimum standards established by state law	Recommendation: Needs discussion	<p>Planning: The Zoning Ordinance allows for manufactured and mobile homes, however the ordinance is contradictory and highly limiting: Section 27-1520 indicates manufactured housing is permitted in zones (RF, AA, A and G), but manufactured housing is not carried through in the land use permissions of those zones. Presumably "single-family" housing would encompass manufactured housing. Furthermore, Section 27-1520 lists several, rather limiting, design requirements for manufactured homes that do not apply to other forms of housing for aesthetic purposes. The Zoning regulations defer to the minimum lot size of the zoning district rather than require a 10-acre lot minimum, unless a mobile home park is proposed, wherein a 25-acre minimum applies. In general, mobile homes and manufactured should be examined given then technological and design advancements that have occurred with these housing types, to ensure that potentially beneficial and desirable housing options are not overlooked in South Portland.</p> <p>It may be preferable to remove this section on Manufactured Housing and add these policies into the Housing Element.</p>
MAN 1.2	Allow a manufactured housing unit that meets the basic residential design standards set out in state law (minimum width, pitched roof, residential siding, etc.) to be placed on any conforming residential lot provided that the unit is placed on a permanent foundation and conforms to any additional design requirements that apply to other single-family homes	Recommendation: Remove as this was completed.	

GREEN DEVELOPMENT

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
OBJECTIVE: REDUCE THE NEGATIVE IMPACTS OF THE BUILT ENVIRONMENT ON THE NATURAL ENVIRONMENT			
GD 1.1	<i>Green building standards – The City should encourage all new construction of non-residential and multi-family residential structures including redevelopment projects to meet nationally recognized and third-party verified, green building standards. The development regulations should provide incentives for projects that meet these standards.</i>	Recommendation: Needs discussion – One Climate Future alignment needed.	Planning: One Climate Future recommends adopting an energy stretch code, which is in development and will take effect in 2022. Additional building efficiency standards should be used to update this policy.
GD 1.2	<i>Mixed-use development – The land use policies and the Future Land Use Plan encourage a development pattern that mixes residential and non-residential uses within geographic areas and/or within specific projects or buildings to reduce the need for people to travel long distances. The development regulations should encourage the addition of residential units in those areas that are within close proximity of existing services and retail uses</i>	Recommendation: Needs discussion.	Planning: The Zoning ordinance allows for limited commercial activity within residential areas that would not necessary create sizable employment areas with higher-paying jobs near residences (to address the goal regarding commuting). That said, the city’s commercial and mixed use corridors are proximate to residential areas, so walkability is possible for retail/services under the current land use program. Some considerations for the update include: <ul style="list-style-type: none"> • Finding opportunities for high-density infill near employment nodes. • Re-evaluating certain smaller nodes of activity in denser and established residential areas to identify intersections and enclosed areas that could transition to non-residential activity or mixed-use buildings with ground-floor non-residential uses.
GD 1.3	<i>Compact development – The City’s development requirements should encourage more intense, compact development in those areas that are able to be easily serviced by the bus system. These areas include the Knightville/Mill Creek area, the corridors along Broadway, Cottage Road, and Main Street, and the Maine Mall area.</i>	Recommendation: Carry forward – modifications possible.	Planning: The Comp Plan update could substantially contribute to this goal by conducting a robust engagement process to build buy in for where and to what degree of intensity is the community willing to go. There may need to be some “pushing of the envelop” to induce the type of development that is expressed here, as evidenced by the limited implementation of the development that was hoped for in Mill Creek. It appears more developer incentive is necessary to see investment that converts low-density areas to denser pockets that are transit-supportive and transit-dependent.
GD 1.4	<i>Stormwater management – A major impact of development on the City’s environment is stormwater runoff. The City has adopted stormwater management provisions, including a stormwater best management practices manual, for new development. These provisions encourage the use of practices that minimize stormwater discharges. The City is also participating in a watershed-wide stormwater management program for the Long Creek watershed that addresses stormwater from both existing and new development. The City is also developing a watershed management plan for Trout Brook watershed. The City should expand the use of watershed-based stormwater management to the other stream watersheds in the City to reduce the impact of runoff on surface waters.</i>	Recommendation: Needs discussion.	Planning: Watershed management plans now exist for all watershed except Barberry Creek, which is an extremely challenging watershed to manage. This policy may benefit from setting higher benchmarks for updates to the WMPs, since the plans have now been developed.

QUALITY DESIGN

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
OBJECTIVE: ASSURE THAT NEW DEVELOPMENT, REDEVELOPMENT, OR SUBSTANTIAL EXPANSIONS TO EXISTING BUILDINGS ARE DESIGNED SO THAT THEY ARE ATTRACTIVE ADDITIONS TO THE COMMUNITY AND DO NOT DETRACT FROM THE CHARACTER OF ESTABLISHED NEIGHBORHOODS			
QD 1.1	<i>Infill development in established residential neighborhoods – The City’s development standards should require that all new residential construction, including single-family homes, in established residential neighborhoods be designed and constructed so that they are compatible with the character of the immediate neighborhood where they will be located. In general, the level of design considerations should vary so that development of smaller lots or in areas with a well-defined development pattern is subject to more intensive design considerations. This can take a variety of approaches including the use of a “form based code”, design standards administered by staff, or a mini-site plan review process as is currently applied to the development of lots with less than 5,000 square feet of lot area.</i>	Recommendation: Needs discussion.	Planning: The City adopted design standards for nonconforming lots of record, commercial and neighborhood activity centers, village downtowns and Knightville. Additional residential design standards could be explored however South Portland must balance these guidelines with housing production goals, and reflect on what is intended by “preserving the established character” of neighborhoods.
QD 1.2	<i>Neighborhood centers – In the smaller commercial and mixed-use centers (see Future Land Use Plan) that primarily serve the surrounding residential neighborhoods and commuters, the City’s development standards should require that new development/redevelopment or substantial modifications to existing buildings be designed to be compatible with the development pattern of the area and the desired future form of the center as identified in an adopted mini development plan for each center</i>	Recommendation: Needs discussion.	
QD 1.3	<i>Knightville design standards – The City should review and revise the existing design standards for Knightville to assure that development/redevelopment or the substantial alteration of existing buildings throughout the neighborhood including existing residential areas is done to reinforce the village neighborhood character desired for this area.</i>	Recommendation: Remove as this was completed.	Planning: Both sets of design standards were adopted in Sections 27-1566 and 27-1572, respectively.
QD 1.4	<i>Commercial design standards – The City should adopt commercial design standards for new development in commercial areas to assure that the sites and buildings are designed in a manner that is consistent with the vision and objectives of this plan. These standards should address both site design and building design considerations with a focus on encouraging more pedestrian friendly and attractive development</i>	Recommendation: Remove as this was completed.	

ALTERNATIVE TRANSPORTATION

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
OBJECTIVE: INCREASE THE VIABILITY OF FUTURE TRANSPORTATION OPTIONS IN THE CITY INCLUDING THE EXPANSION OF MASS TRANSIT SERVICE			
AT 1.1	<i>Land use regulations should encourage more intense, compact development in areas that are or potentially could be served by current or future transit service</i>	Recommendation: Carry forward – modifications possible.	
AT 1.2	<i>Increase the number of parcels included in the Transit TIF District as a way of improving transit service in the City</i>	Recommendation: Needs discussion.	Planning: The City has long used Tax Increment Financing districts as an effective tool to finance infrastructure investment. however, certain districts have underperformed (the pace of development has not been what was projected, and therefore generated less revenue to invest in infrastructure and other initiatives); other districts have performed very well, but are expiring within 2-4 years which will result in reduced TIF revenues available for investment. The city has an ongoing interest in leveraging TIF for investment in infrastructure and economic development, and new TIF districts should be considered in areas designated for growth to ensure sustained investment in infrastructure that will be required to implement the comp plan.

NEIGHBORHOOD CENTERS AND COMMUNITY COMMERCIAL HUBS

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
OBJECTIVE: MAINTAINING AND ENHANCING THE ESTABLISHED NEIGHBORHOOD CENTERS AND COMMUNITY COMMERCIAL HUBS			
NCCC 1.1	<p><i>Mini plans - Develop a mini improvement plan for each of the activity centers in cooperation with the property and business owners and the surrounding residential neighborhood. Each mini-plan should identify the desired visual character of the neighborhood and the specific improvements/investments that are needed to enhance the area both from an economic and a visual perspective. Once prepared, these miniplans should be adopted as addendums to the Comprehensive Plan and serve as the guide for City actions in these neighborhood centers</i></p>	Recommendation: Needs discussion.	Planning: This policy is quite challenging to implement because it leaves unanswered questions about what could or should happen in mini plan areas until the mini plans are adopted. There are no parameters provided, and seems like deferred guidance. IN general, it may be more effective to focus on laying out general principles that may be desirable in each unique area so that the basis for requiring a mini plan is known. Presumably, there was a different “flavor” of land use activity envisioned when areas were flagged as warranting “mini plans”.
NCCC 1.2	<p><i>Visual environment - Undertake capital investments in each neighborhood activity center to create a distinctive visual environment for each district – something that says you are at a “special place.” These investments should be based on the mini improvement plan for the area and could include different sidewalk treatments, lighting, coordinated sig’n programs with businesses/property owners, coordinated landscaping, flowers, etc. This should also include a focus on making these centers green islands by planting and maintaining trees wherever possible.</i></p>	Recommendation: Carry forward – modifications possible.	Planning: The Comp Plan update may identify new distinct centers and areas and this policy continues to be relevant for their implementation.
NCCC 1.3	<p><i>Ped and bike facilities - make investments that make these neighborhood centers and commercial hubs more pedestrian-friendly and that reinforce the connection to the adjacent residential neighborhoods.</i></p> <ul style="list-style-type: none"> -Maintaining and improving existing sidewalks or providing new sidewalks where they do not exist within these centers. -Providing/maintaining good sidewalk/pedestrian connections to the adjacent residential neighborhoods -Providing clearly marked and signed crosswalks in all of the centers -Reviewing and revising intersection designs if appropriate to reduce the pedestrian crossing distance where feasible and/or provide for pedestrian islands in wide streets. -Providing, where appropriate, pedestrian amenities such as benches and pedestrian lighting to make these centers more attractive as gathering places -Installing/maintaining bike racks/facilities 	Recommendation: Carry forward – modifications possible.	Planning: In general these are sound policies that make sense to continue. They will need to be updated with current conditions for bike/pedestrian/parking facilities.
NCCC 1.4	<p><i>Traffic - Within these centers and hubs, pedestrian safety and creating comfortable, welcoming environments for pedestrians and other users of the center should be a priority especially when traffic improvements are considered</i></p> <ul style="list-style-type: none"> -Vigorously enforcing speed limits in the vicinity of these centers to make these areas as pedestrian-friendly as possible. -Making enforcement of “stopping for pedestrians in a crosswalk” a priority in these centers including providing well-marked and signed crosswalks and regularly enforcing the law to develop a pedestrian sensitivity among motorists who regularly use these streets. -Evaluating right turn on red provisions for the intersections within the neighborhood centers to assure that there are no conflicts with pedestrians and considering prohibiting them if there are conflicts 	Recommendation: Carry forward – modifications possible.	
NCCC 1.5	<p><i>Parking - assure that there is an adequate supply of parking while maintaining/enhancing the pedestrian character of these centers</i></p> <ul style="list-style-type: none"> -Allowing reduced off-street parking requirements within these centers similar to what is currently allowed in the Knightville area and providing flexibility for mixed-use buildings to double count spaces for multiple uses such as residential and office if the time of use is relatively exclusive. -Maximizing the potential for on-street parking in these centers consistent with safety. -Actively working with property owners to allow limited “public use” of private parking facilities if this is appropriate -Where there is a deficiency in the supply of parking, working with property owners to develop additional public parking to serve the neighborhood center including using creative funding mechanisms such as impact fees or parking fees in lieu of providing on-site parking 	Recommendation: Carry forward – modifications possible.	



BROWNFIELD REUSE/REDEVELOPMENT

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
OBJECTIVE: REDEVELOPMENT AND REUSE OF CONTAMINATED SITES			
BRR 1.1	Encourage property owners to investigate the condition of these sites and develop and carry out plans to remediate the contamination as appropriate	Recommendation: Carry forward – modifications possible.	Planning: The City's Brownfields Program has been effective in securing State funding to assess and remediate sites. These policies continue to be valuable for continued brownfield remediation and neighborhood revitalization/redevelopment.
BRR 1.2	Work with property owners to obtain funding for the investigation and clean-up of these sites including seeking outside grants for this purpose	Recommendation: Carry forward – modifications possible.	

NEIGHBORHOOD PLANS

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
OBJECTIVE: CONTINUED DEVELOPMENT AND UPDATING OF NEIGHBORHOOD PLANS WITHIN THE CONTEXT CREATED BY THE CITYWIDE COMPREHENSIVE PLAN			
NP 1.1	Continue to provide staff and other resources (as available) to any neighborhood organization that wishes to develop a plan or update their existing plan for their neighborhood. The expectation is that these neighborhood plans will provide additional details and specific proposals that go beyond the scope of the Comprehensive Plan.	Recommendation: Remove as this was completed.	<p>Planning: The policy is not feasible and also challenges the Council's role of guiding policy development in the community. Secondly, the Council created the CPIC to oversee implementation and be a conduit for community voice/oversight. The policy provides no guidance to which "neighborhoods" are contemplated here either and creates a potential conflict with the priorities identified in the plan. Finally, the Comp Plan is meant to be a stable document and this policy suggests relatively high volatility in the "open book" approach that is suggested.</p> <p>This appears to be trying to empower the community in the planning process, and if that is the case, the policy should be replaced with different goals/policies regarding community integration/engagement, which are not discussed in meaningful ways throughout the plan.</p>

2012 COMPREHENSIVE PLAN AUDIT - CHAPTER 6D: LAND USE GOALS AND POLICIES – FUTURE LAND USE PLAN

GROWTH/RESTRICTED AREAS & LAND USE DESIGNATIONS

ID	IMPLEMENTATION ACTIVITY/PROGRAM	STATUS OF ACTIVITY/PROGRAM	DEPT HEAD NOTES ON STATUS
<p>OBJECTIVE: THE FUTURE LAND USE PLAN EMBODIES THE CONCEPT THAT THE CITY SHOULD IDENTIFY AND DESIGNATE “GROWTH AREAS” OR AREAS IN WHICH MOST OF THE ANTICIPATED NON-RESIDENTIAL AND RESIDENTIAL GROWTH WILL BE ACCOMMODATED, “LIMITED GROWTH AREAS” OR AREAS IN WHICH INTENSIVE DEVELOPMENT WILL BE DISCOURAGED BUT MODEST INFILL DEVELOPMENT AND REDEVELOPMENT WILL BE ACCOMMODATED, AND “RESTRICTED OR NON-GROWTH AREAS” WHERE DEVELOPMENT WILL BE DISCOURAGED OR PROHIBITED. THE FUTURE LAND USE PLAN TAKES THE PARTS OF THE CITY THAT ARE WITHIN THESE THREE BROAD CATEGORIES AND DIVIDES THEM INTO “LAND USE DESIGNATIONS”. THESE LAND USE DESIGNATIONS COVER THE ENTIRE CITY AND INCORPORATE THE CONCEPTS SET FORTH FOR THE KEY LAND USE POLICY AREAS.</p>			
LUD 1.1	<p><i>Growth Areas – Residential Land Use</i> -Knightville Residential Neighborhood -Mill Creek Residential Fringe -Suburban Residential Development Areas -Redbank/Brickhill Area</p>	<p>Recommendation: Needs discussion.</p>	<p>Planning: The Future Land Use Plan will need to represent the results of the community planning process and the questions raised throughout the audit.</p>
LUD 1.2	<p><i>Growth Areas – Mixed-Use Land Use</i> -Knightville Ocean Avenue-Cottage Road Corridor -Mill Creek Park Area -Mill Creek Commercial Center -Community Commercial Centers (Meeting House Hill, Pleasantdale-Buttonwood, Main Street) -Mixed-Use Corridors (East End of Broadway, Broadway-Sawyer Neighborhood Center to Mussey Neighborhood Center, Broadway-Mussey Neighborhood Center to Cottage, Broadway-Pleasantdale) -Marine Mixed-Use Area (Front Street-Ferry Village) -Shipyards Development District -Shipyards Mixed-Use Area -SMCC College Institutional Area -Main Street Office-Service Areas -Main Street Planned Commercial Mixed-Use Areas -Sable Oaks Area -Maine Mall Mixed Use Area</p>		<p>As it is today, some considerations for the FLUP include:</p> <ul style="list-style-type: none"> No areas were zoned “resource protection” but the City has adopted a Shoreland Resource Protection Overlay Subdistrict. It is unclear what is intended by the “no growth” policy since property rights may be affected. Residential growth zones were all on the outskirts of the community, which has encouraged a sprawling form of development and continued intrusion into natural resource areas. The One Climate Future plan is not aligned with this approach. Established residential neighborhoods are highly protected in the FLUP, which places the burden of housing development on undeveloped and outlying areas, which directly contravenes several goals and policies related to infill, intensification, diversified land uses, and transit-supportive development. The non-residential areas include most of the west end of the city and that has encouraged a homogenous, nonresidential development model, which may be undesirable from a sustainability and climate perspective.
LUD 1.3	<p><i>Growth Areas – Non Residential Land Use</i> -Marine-Industrial Areas -Highway Commercial Services Area -Business/Office Parks/Jetport -Industrial Areas</p>		
LUD 1.4	<p><i>Limited Growth Areas – Residential Land Use</i> -Cottage Road-Meeting House Hill -Betsy Ross House -Broadway-Lincoln to Cash Corner -Established Single-Family Neighborhoods -Established Multi-Family Neighborhoods</p>		
LUD 1.5	<p><i>Limited Growth Areas – Mixed-Use Land Use</i> - Outer End of Cottage Road -Neighborhood Centers (Pickett, Sawyer, Mussey, Ferry Village, Pleasantdale, Evans, Ocean/Sawyer, Cottage/Highland) -Broadway-Evans to Lincoln -Main Street Limited Office Service Area -Office-Residential Transition Areas</p>		
LUD 1.6	<p><i>Restricted or Non-Growth Areas – Resource Protection Land Use</i> - Areas zoned Resource Protection as of 9/1/12</p>		