

PORTLAND'S GOALS AND POLICIES

FOR

THE FUTURE

STATE GOAL A: 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;

INTRODUCTION

Each strategic plan prepared by Portland addresses land use issues and offers goals for orderly development and the efficient use of the City's resources. The goals from each strategic plan are intertwined to create a basis for making land use decisions. The City's goals that are the most relevant to State Goal A are listed below. Excerpts are taken from Housing: Sustaining Portland's Future, A New Vision for Bayside, Portland's Transportation Plan, Green Spaces and Blue Edges, Portland Island Study, Downtown Vision, and Community Commercial Policies and Land Use. For a more complete understanding of these goals, refer to the original source document that contains the analysis, policies, and implementation strategies.

I. HOUSING: SUSTAINING PORTLAND'S FUTURE – November 18, 2002

Goal

- Portland's Comprehensive Plan encourages a manageable level of growth that will sustain the city as a healthy urban center in which to live and work and to achieve a shared vision for Portland. Portland should encourage sustainable development patterns and opportunities within the city by promoting efficient land use, conservation of natural resources, and easy access to public transportation, services, and public amenities.

Policies

- Encourage growth in Portland that strives for a dynamic balance of the essential elements of the city, such as excellent schools, diverse housing choices, proximity to services and employment, increased public transit usage, expanded economic base, high quality services, and an affordable tax rate.
 - Target Portland to achieve and maintain a 25% share of Cumberland County's population.
 - Integrate Portland's housing and economic development incentives to encourage growth and take advantage of the City's capacity to accommodate more people.
 - Monitor and assess the impacts of growth on the City's infrastructure and adjust policies accordingly.
- Maximize development where public infrastructure and amenities, such as schools, parks, public/alternative transportation, sewer lines, and roads, exist or may be expanded at minimal costs.

- Create new housing to support Portland as an employment center and to achieve an improved balance between jobs and housing.
- Encourage neighborhood business centers throughout the city to reduce dependence on the car and to make neighborhood life without a car more practical.
- Locate and design housing to reduce impacts on environmentally sensitive areas.
- Design housing to use new technologies and materials that reduce costs and increase energy efficiency.

II. A NEW VISION FOR BAYSIDE – April 2000

Goals

- **Urban Gateway:** Bayside will be an attractive urban gateway and extension of the downtown business district for the City of Portland. This district will create a new front face of the City, and present the character of Portland which will encourage people to stop, visit, and enjoy all that the downtown and Portland peninsula have to offer. A fully functioning urban district and neighborhood will reconnect with and add to the fabric of the peninsula from downtown to the adjacent neighborhoods. A compact blend of uses fosters lively daily interaction and a sense of community spirit. A wide variety of housing, shops, workplaces, open spaces, centers of community and civic activity, and needed social services will comprise the future of Bayside.
- **A Walkable District:** Bayside will contain housing, workplaces, services, transportation, recreation, dining and shopping, all within comfortable walking distance of each other and the downtown. Attractive lighted sidewalks, bicycle, and pedestrian trail linkages will connect these uses, designed for full and maximum accessibility. Key features will include Bayside Avenue (currently Marginal Way) as a landscaped boulevard, with Chestnut, Elm, Oxford and the rail-to-trail corridor forming major pedestrian axes.
- **A Neighborhood Center:** The community centers at the Chestnut Street church, Boys and Girls Club, and Portland High School combine to form a significant center for the neighborhood with space for youth and family recreation and community gatherings.
- **A Social Services Resource Network:** Bayside will continue to fulfill its role as the hub of a social service network of substantial recognized value to the city, the region and the State of Maine. The homeless, the disabled, and those in poverty rely on these services for survival and hope. Vital facilities such as the homeless shelters and related services will remain in this area. Service clusters will provide a permanent and stable working environment, integral to the fabric of the community that builds upon new and established working relationships to best serve the needs of the community.

- **Environmental Remediation:** The USEPA Brownfields Program encourages the reuse of vacant and underutilized land by providing for practical cleanup standards that are based on the future of the land. Bayside redevelopment projects will clean up the soil and recycle these underutilized parcels into productive resources for the future of the Portland community. Redevelopment of brownfields in Bayside counters the trend toward sprawl development in this region, adding to the vigorous urban center of Portland.
- **Scrap Yard Redevelopment:** Removal and redevelopment of the current scrap yards into more compatible and productive uses is another cornerstone to the Bayside redevelopment plan, that will spur private development and improve aesthetic, economic, and community character of the Bayside District.
- **Transit Oriented Development:** see State Goal B.

III. A TIME OF CHANGE: PORTLAND TRANSPORTATION PLAN - July 1993

Transportation Plan Guiding Principle

Provide maximum mobility in a balanced transportation system, which encompasses all modes, to support the economic vitality and quality of life of the Portland community.

Land Use and Transportation Link

Link the transportation plan with land use planning policies in the City and region to guide decision-making for development and infrastructure investment.

- Ensure that future growth does not foster auto dependency.
- Provide appropriate land and infrastructure for development in the shipping/distribution/transport industries.
- Weigh investment decisions for automotive infrastructure against investments in alternative transportation modes.

Design Aesthetic

- The design of system components shall represent a high standard of aesthetic and functional quality.
- Build visually attractive and durable infrastructure such as roadways, pathways, and bridges.
- Set high architectural standards for terminal buildings, stations, shelters, garages, and other facilities.
- Respect and enhance the built and natural environment through architecture, landscaped, and engineered features.
- Preserve significant historic and natural resources.

Transportation Policies

- Vibrant neighborhoods include nearby, small-scale commercial areas that provide both convenient service and natural meeting places. Provide routine, daily services within walking distance of residents of all neighborhoods, as long as the businesses providing the services are small-scale, are designed compatibly with residences, and fit into the fabric of the neighborhood.
- Work with individual neighborhoods to identify suitable locations and approaches to accommodate neighborhood businesses.
- Neighborhood streets, Downtown streets, and streets through the City's parks should be considered to be - and designed as- multipurpose, public spaces.
- Encourage businesses to locate in established employment centers, including Downtown, that are served by public transportation or that have the critical mass necessary to support alternative modes of transportation.
- Allow development along transit corridors and near community commercial centers to evolve at a density sufficient to make public transit, walking, and biking viable options.
- Create local multi-modal centers for the City's commuters and mass transit passengers, building on the presence of existing centers of activity, connected with each other and with regional transport centers.
- Shift through-traffic to other more appropriate modes and routes.
- Develop and implement a strategy that balances the integrity of the neighborhood against the need to move traffic on the arterials.

IV. GREEN SPACE, BLUE EDGES: AN OPEN SPACE AND RECREATION PLAN FOR THE CITY OF PORTLAND, 1995, updated 2001

Open Space and Recreation Goals

- Develop a vision of the natural environment that enhances the full range of dynamic contrasts between the landscapes and built forms found in Portland, which will enrich the appearance and enliven the use of our City.
- Foster a balance in our natural and built environment that will enhance the quality of life of Portland's residents.
- Educate the public on the City's open space and ecological resources, the opportunities they provide, and the importance that such resources play in the quality of life in the community.

Open Space and Recreation Policies: Linking Open Spaces and Pedestrian Circulation

- Facilitate public access along shore areas and open space resources for properties undergoing development review through regulatory measures, private trust agreements and pedestrian easements.
- Extend or upgrade sidewalks and trails as needed to address gaps in the neighborhood walkway system (including safe pedestrian crossings across busy streets) especially along streets/connections linking residential areas to schools and parks. Pedestrian linkages should be as direct and convenient as possible.
- Link open spaces in Portland with open spaces in surrounding towns.
- Inventory all pedestrian and bike trails in neighborhoods.

V. PORTLAND ISLANDS LAND USE AND ZONING STUDY - 1985

Portland Islands Goals

- The Portland Islands pose a completely unique situation for land use planning and zoning. Unlike most other densely inhabited islands on the Maine coast, which are separate municipalities, the Portland islands are similar to the neighborhoods of a large, urban mainland municipality and pose strong contrasts of urban vs. rural and seasonal vs. year-round living. Similarly, unlike other areas of seasonal home concentrations in the rural Lakes regions of the State, the islands are subject to spill-over growth pressures from the 'city', and invite comparison to the mainland's relatively high level of public services in terms of streets, sewage, schools, waste collections, fire protection, police and libraries.
- The islands are different from the mainland in terms of the natural features, their resource value, the public services available (or possible), and the people who reside and work there. The City's land use policies and regulations should reflect this essential difference.
- The overall land use goal is to balance future growth and development on the islands to preserve those essential natural, physical and social factors that contribute to the islands unique value and character.

Portland Islands Policies

- Portland's islands are unique and valuable natural areas and villages. Each island is unique, with individual community needs and aspirations. There are those most sparsely or seasonally populated, such as the Diamonds and Cushing , serving as summer retreat and vacation homes, to those that support a more significant year round population, such as Peaks (within commuting distance of downtown Portland) and Cliff (an hour's boat ride away). Island residents are

striving to sustain the mix of jobs, housing, education and culture of their unique and independent-spirited island community.¹

- Encourage development of a type, scale, diversity and density appropriate to the circumstances, environment, infrastructure, and service capabilities of each island.
- The City should adopt a policy for future development that minimizes the dependency on and intrusion of private automobiles on the islands.
- Protect groundwater aquifer resources from degradation or depletion as a result of the cumulative impact of development. Groundwater resources shall be managed so that the islands can be self-sufficient in reliance upon natural systems for water supply and sewage disposal. (Planning Board Report #70-89, see editor's note, footnote 1)
- Islands are unique landforms, which have particular fragile environmental characteristics. These environmental conditions pose upper limits to the level of development that can be supported in harmony with the islands' environment. In addition environmental conditions and logistical constraints pose challenges to provide basic services such as solid waste disposal and other community services that are available or possible. Such concerns, including groundwater issues, are significant enough to dictate a policy of low-density development for the islands. (Planning Board Report #70-89, see editor's note, footnote 1).

VI. DOWNTOWN VISION - March 1991

Downtown Vision: Overall Goals

- Preserve and enhance the livability and walkability of Downtown Portland for residents, workers, shoppers, and visitors.
- Maintain and enhance the Downtown's prominence as the regional center for commerce, human services, historic resources, culture and the arts.
- Encourage growth and development Downtown while preserving and strengthening the unique identity and character of the Downtown.
- Achieve the highest quality urban experience through high standards of excellence for improvements to the physical environment, including new construction, building alterations, and the enhancement of the pedestrian environment.

¹ Editor's Note: While the basic plan for Portland's Islands was written in 1985, the goals and policies evolved in the intervening years with increased attention to the uniqueness of each island. These policies reflect these changes. The first two policies listed here are found in Planning Board Report #70-89, Planning Board Report Recommendation to Adopt the Portland Islands Groundwater Management Study as part of the Comprehensive Plan of the City of Portland and To Adopt Zoning Amendments to the Land Use Code.

- Preserve and enhance the quality and vitality of neighborhoods within and adjacent to the Downtown.
- Guide and position the Downtown in response to changing market conditions to maintain its vitality and strength to achieve the above stated goals.

Downtown Vision: Office Economy Goals

- Strengthen and enhance the Downtown as the prominent professional office center of the State and northern New England.
- Provide office space opportunities for small, medium and large-sized companies and which accommodate new and expanding business needs.

Downtown Vision: Office and Retail Economy Policies

- Promote office development opportunities Downtown through increased maximum building heights along the Congress Street corridor (between Congress Street and Cumberland Ave.) and in the Congress to Spring Street corridor to encourage taller office development; infill redevelopment or rehabilitation opportunities for properties within the central business district; and reuse of upper stories along Congress Street from Monument to Congress Square.
- Encourage mixed-use-development, including substantial office and retail growth, in the lower Center/Danforth/York Street (Gorham's Corner) and Bayside areas of the Downtown. Encourage additional office and retail development in the India Street area within the context of mixed office, retail and residential uses. Perimeter office and retail growth, complementary to the central downtown district and of a scale and character compatible to those commercial neighborhoods, is part of a mixed-use approach to revitalize those areas.

Downtown Vision: Design Framework Goals

- Encourage excellence in urban design and sensitivity to pedestrian scale and interest throughout the Downtown in the construction, renovation, and rehabilitation of buildings, streets, pedestrian ways, and open space.
- Preserve and promote the positive qualities and attributes of Downtown's unique identity, historic fabric, and sense of place through the re-use of existing structures and the development of new construction respectful of the built and natural surroundings.
- Develop an open space system throughout the Downtown, which provides the highest quality parks, plazas and pedestrian environment. Pedestrian improvements and amenities should utilize the best materials and be carefully designed to provide a comfortable, durable, accessible and aesthetically pleasing environment. Buildings fronting on pedestrian open space should be of high quality materials of significant detail and interest to enhance the walking environment, and readily accessible from the pedestrian way.

**VII. COMMUNITY COMMERCIAL POLICES AND LAND USE PLAN -
September 1987-1988**

Development Goals

- Accommodate the City's commercial activity within a range of functionally and physically defined commercial centers.
- Promote preservation and revitalization of its existing commercial centers and maintain a scale within them that is compatible and integrated with other land use.
- Encourage the development of new commercial enterprises within the existing neighborhood centers and CBD.
- Maintain and promote a community, which is attractive to both existing and prospective families and homeowners to help support the neighborhood commercial district.
- Promote new office park development of high quality in outlying areas for development seeking a suburban-style setting.

STATE GOAL B: To plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development;

INTRODUCTION

Portland began its Capital Improvement Program (CIP) in the mid-1960's and the system was revised in the 1980's from a five-year to a ten-year planning period in order to better anticipate long-term needs and goals. The CIP identifies needs, coordinates improvements and plans for financing these expenditures. The budgeting process incorporates the priorities and implementation strategies found in the City's strategic plans. In addition to the CIP, excerpts from strategic plans that directly address citywide public facilities are taken from Portland's Transportation Plan, Brighton Avenue/Main Street Corridor Traffic and Streetscape Study, and Outer Brighton Avenue Task Force Report, Green Spaces and Blue Edges, Portland Island Study, and Downtown Vision. For a more complete understanding of these goals, refer to the original source document, which contains the analysis, policies, and implementation strategies. Please note that implementation measures found in master plans for park facilities, housing strategies and other targeted plans are not listed under State Goal B, but are listed under a more relevant State Goal.

I. PORTLAND CAPITAL IMPROVEMENT PLAN – 2001-2010

Capital Improvement Goals

- Promote fiscal responsibility and avoid yearly budget fluctuations by programming capital projects into a multi-year infrastructure development plan.
- Strengthen and upgrade existing neighborhoods by providing physical improvements, which enhance and preserve the neighborhood character and environment.
- Provide for economic growth and development in the City as set forth in the Comprehensive Plan.
- Balance competing infrastructure, education, recreation, and other capital needs to promote an attractive and livable community for residents, workers, and visitors in Portland.
- Fund needed large infrastructure projects through planned multi-year phasing.
- Explore and develop alternative capital improvement funding sources other than the property tax.
- Provide a forum for public input in establishing capital funding priorities.

Capital Improvement Policies

All projects under funding consideration should be of quality design, durable materials, and reasonable future maintenance and operation costs and should be prioritized as follows:

- Projects that address existing, imminent health and safety hazards.
- Projects recommended by the Comprehensive Plan and/or subsequent comprehensive facility studies and needs assessments.
- Projects supported totally or substantially by federal, state or other non-municipal revenue sources and addressing an identified local need.
- Projects that have been initiated and programmed for phased funding.
- Projects identified for funding in the previous year's CIP.

II. A TIME OF CHANGE: PORTLAND TRANSPORTATION PLAN - July 1993

Transportation Plan Guiding Principle

Provide maximum mobility in a transportation system, which encompasses all modes, balances competing objectives, and promotes the economic vitality and quality of life of the Portland community.

Integrated Intermodal

- Provide a convenient, integrated, intermodal transportation system.
 - Provide physical connections between various modes of transportation.
 - Provide operation connections between various modes of transportation.
 - Make improvements that are contextually appropriate.
 - Provide the maximum modal choice for transportation consumers at the greatest convenience level possible, with special attention to the needs of the handicapped and elderly.
 - Foster a sense of mutual respect among the various modes of transportation, so that, for example, pedestrians and bicyclists will not feel threatened by motorists.
 - Foster a sense of safety and security so that riders of mass transit will not feel threatened.
 - Educate the public on modal choices available.

Structured System

- Achieve a transportation system appropriately structured and designed to safely and effectively move goods and people.
 - Create a neighborhood street system characterized by a network of interconnected streets, which minimizes through-traffic in residential neighborhoods.
 - Appropriately scale and design streets and highways and other transportation infrastructure to serve local traffic, destination traffic and through-traffic.

- Foster domestic and international transportation and commerce links that are vital to the economic health of the City and region.

Performance Targets & Physical Plan

- Set performance targets and create a physical plan that delineates specific improvements to the transportation system.
 - Establish aggressive but realistic targets for the modal split within the transportation system for the short, medium, and long term. Progress should be monitored and longer term goals set accordingly.
 - Create a funding strategy that realizes maximum resources from all available sources and allocates those resources so as best to achieve the modal split targets contained in the Transportation Plan.

Transportation Policies

- Promote the interconnection of neighborhood streets and pathways, so that there are multiple paths of travel to get to destinations within and between neighborhoods by foot and bicycle, as well as auto.
- Operate mass transit swiftly, safely, and conveniently to and from transportation districts. The standard of service must be such that it will attract not only the "transportation-dependent" but also people with choices to its ridership.
- Encourage bicycling and walking as important modes of daily transportation by creating a comprehensive, safe and continuous system of bicycle and pedestrian facilities and by integrating these facility needs on equal terms with other modes in transportation planning and funding.
- The City's government should lead by example with respect for and use of multiple transportation modes and travel demand management.
- Establish a coordinated program by the City and major employers for managing travel demand within Portland.
- Implement the Downtown Parking Goals and Policies as presented in Transportation Resources Chapter.
- The City should continue to develop an interconnected and seamless transportation system encompassing both local and regional transportation centers.
- Encourage public initiatives and creative ways to meet transportation needs through the City Council's Public Safety Committee, its representation in PACTS, and other similar institutional vehicles.

III. **BRIGHTON AVENUE/MAIN STREET CORRIDOR TRAFFIC AND STREETScape STUDY - 2001**
See Regional Coordination

IV. **OUTER BRIGHTON AVENUE TASK FORCE REPORT, 2001**

Policies

- **Improve Public and Private Streetscape**
 - Implement Brighton Avenue/Main Street Corridor Traffic and Streetscape Study.
 - Consider adding a Neighborhood Improvement Overlay Zone for blighted areas along arterials, starting with the Outer Brighton Avenue corridor.

- **Support Residential Uses on Arterials**
 - On an experimental basis, narrow Brighton Avenue from four lanes to three lanes between Rosemont and Nason’s Corner, with corresponding adjustments to lanes to bring them to proper size, to implement bicycle or pedestrian paths and other changes in roadway usage.
 - Incorporate high quality materials as a recognizable “signature” application for arterial crosswalks.
 - Consider mid-block crosswalks along Brighton Avenue between Rosemont and Nason’s Corner.
 - Implement the proposed streetscape improvements (Streetscape Study) that address an improved pedestrian environment.
 - Manage traffic on Rand Road and promote pedestrian access along the road and at significant crossings.
 - Provide only one turning lane onto Brighton Avenue for access from Rand Road.
 - Consider lowering the speed limit on Brighton Avenue and enforce posted speed limit.

- **Support for a Compatible Mix of Uses & High Quality Commercial Uses**
 - Reclaim the public use of the right-of-way on the east side of Rand Road for non-vehicle uses.
 - Sidewalks with ample esplanades, street trees and plantings should be constructed on both sides of Rand Road from Brighton Avenue to the new Turnpike Access road.
 - Bike lanes should be added to both sides of Rand Road, landscaped center lane islands and adequate crosswalks.

- Landscaping needs should be addressed in a comprehensive way for public spaces.
 - Campus like development of office and business park uses should be permitted along the entire length of Rand Road not rezoned to OP.
 - Urban streetscape considerations applied in the Streetscape Plan should be carried over to Rand Road developments, including limited curb cuts, shared roadway access, and interior drives.
 - Parking should be sited carefully to maintain an attractive streetscape appearance with appropriate noise and light constraints.
- **Support for Neighborhood-Based Community Living**
 - Examine City land use and economic development policies to more fully implement the policies of the Transportation Plan and transportation recommendations of this report.
 - Provide free bus service in the Brighton Avenue Corridor for an extensive study period to reduce traffic, monitor ridership and develop policies on public transportation's impact on congestion.
 - School transportation for middle school and high school students should be reintegrated with the METRO to a degree that makes operational and budgetary sense.
 - Major intersections should have pedestrian activated crossing opportunities, which stop through and turning movements.
 - Enforce the City ordinance that requires property owners to clear snow from their sidewalks.
 - Encourage parents of students to have their children take the bus, walk, or bicycle to school.
 - Develop the community by constructing, maintaining and improving neighborhood pathways as a sound means of increasing neighborhood cohesion and pedestrian safety.
 - Promote professional, well-conceived and smoothly operated city services, including good schools, well-maintained public facilities, and effective public safety.

V. PORTLAND DOWNTOWN TRAFFIC AND STREETScape STUDY – 1999

Goals

Downtown Traffic & Streetscape Policies

- Investigate and analyze traffic access into and within the Downtown;

- Develop more on-street parking;
- Minimize conflicts between pedestrians and vehicular traffic;
- Develop a pedestrian-friendly streetscape in the Congress Street corridor; and
- Create stronger pedestrian linkages between the Old Port and the Congress Street corridor.

VI. A NEW VISION FOR BAYSIDE– 2000

Goals

- **Transit-Oriented Development:** Mixed use, compact and intensive land development, and quick and convenient transit service combine to make Bayside a neighborhood that has genuine mobility choice. This model for the peninsula and beyond will be designed from the ground up, free from dependence upon the automobile. Features including the trail connectors and frequent shuttle service throughout the peninsula area and to all major transportation centers, which will signify progress and commitment by the City to implement the 1993 Portland Transportation Plan.
- **Multi-level Parking Structures:** Ample parking is needed to serve the needs of Bayside residents, visitors, and workforce. Strategically located parking structures will serve multiple functions, connect with transit services, facilitate the flow of traffic with minimal impact on neighborhood residents, and avoid extensive land consumption by surface parking lots. The location and timing of development of parking structures must complement and enhance the function of Bayside as a transit-oriented district and respond to the policies of the Portland Transportation Plan.

VII. PORTLAND ISLANDS LAND USE ZONING STUDY - 1985

Policy

- An adequate level of municipal services should be maintained for the islands. Over time municipal services and infrastructure should be improved, but with the realization that logistical constraints unique to the islands pose problems that make service delivery difficult to provide.

VIII. GREEN SPACE, BLUE EDGES: AN OPEN SPACE AND RECREATION PLAN FOR THE CITY OF PORTLAND, 1995, updated 2001

Open Spaces and Recreation Policies: Management of Open Space and Recreation

- Integrate the principles and recommendations of Green Spaces, Blue Edges into all public programs and improvement projects.

- Ensure a coordinated, efficient and effective administrative system with the capability and authority to manage the parks, open spaces and recreation programs and facilities while addressing both current and long-range needs. The system must include sufficient planning, design, advocacy, stewardship, and maintenance capabilities for all the City's open spaces and natural areas.
- Establish a municipal green space account to accept and dedicate money or lend contributions for parks and open spaces.
- Increase operating budget resources for park and facility maintenance. Timely and appropriate park maintenance extends the life of and protects the City's investment in park facilities.
- Ensure that the high priority deficiencies identified in the neighborhood profiles of Green Spaces; Blue Edges are addressed through future operating budgets, the capital improvement program or outside funding.
- Focus attention and resources on selected neighborhood "pilot projects" using operation budget funds that provide immediate and profound improvements.
- Review the legal status of land that we consider to be parkland and once that status is established, protect as such.

IX. DOWNTOWN VISION - March 1991

Downtown Vision: Overall

- Accommodate ingress to and egress from the Downtown with a maximum efficiency and minimum of vehicular congestion, while maintaining a favorable pedestrian environment.
- Manage traffic and parking to diminish and decentralize the concentration of private automobiles in the heart of the Downtown through a creative combination of on-street, on-site, central garage, and peripheral parking, and alternative transportation mode solutions.

Downtown Vision: Moving About Goals

- Achieve convenient, safe, and uncongested access and circulation to and within the Downtown area to serve the commuting work force, residents, shoppers, visitors, and other users.
- Maintain the Downtown as a comfortable and enjoyable walking environment.
- Expand the role of mass transportation to gain popular acceptance by the commuting workforce, residents, and shoppers, vehicle maintaining service for transportation disadvantaged groups.

- Provide sufficient parking availability and traffic capacity for existing and new development Downtown.

Downtown Vision: Moving About Policies

- Work in the long term to wean the Downtown workforce from over-reliance on on-site parking for single occupant commuter vehicles. Promote a pedestrian oriented Downtown center, with a higher proportion of commuters relying on transit, shuttle lots, van pools, ride share, walking, bicycling, and other alternatives to private automobile use in the heart of the city.
- As the Downtown grows, make necessary infrastructure and traffic management improvements to accommodate vehicular peak traffic with a minimum of congestion. Emphasize management and modest infrastructure improvements rather than large scale roadway improvements that would substantially alter the face of the city. Recognize pedestrian safety and comfort in the heart of the Downtown as a top priority.

Downtown Vision: Management Policies

- The City in cooperation with Downtown business, civic and institutional organizations, form an umbrella public/private management entity with responsibility for the Downtown Management District.

Downtown Vision: City Services Goal

- Provide a high level of services, facilities, and maintenance to enhance the attractiveness, safety and usability of the Downtown.

Downtown Vision: City Services Policies, Human Services

- Identify social, health, and recreational needs in the Downtown and develop policies and programs to address them.
- Assess the long-term impact of continued Downtown growth and development on the availability, affordability and retention of office and support space for service providers.
- Locate those facilities and services where they are most accessible to their intended populations and in close proximity to related providers, but do not overwhelm a particular area.
- Evaluate how accessible Downtown is to the physically disadvantaged and eliminate barriers throughout the Downtown.

STATE GOAL C. To promote an economic climate which increases job opportunities and overall economic well-being;

INTRODUCTION

Portland's economy is diverse and its strengths include: its network of highway, air, and sea connections; its proximity to the natural resources of Maine; its trained professional core; and its remarkable quality of life that attracts and keeps employment opportunities in Portland. Downtown Portland's economic base supports professional office services, retail, tourism and the arts. The economy is viewed from a number of different perspectives with targeted reports: A New Vision for Bayside, Industry and Commerce Plan, Downtown Vision, Portland Neighborhood Economic Development Study, and A Plan for Portland's Art District. For a more complete understanding of these goals, refer to the original source document, which contains the analysis, policies, and implementation strategies. The marine-oriented and waterfront industries are a major component of the City's economy. The goals and strategies for waterfront industries are listed under State Goal G.

I. A NEW VISION FOR BAYSIDE- April 2000

Economic and employment opportunities: Bayside's location between downtown and I-295 presents a significant economic and market opportunity to be planned and managed to create the best value for development and quality of life improvements for the community, generate a broad range of employment opportunities and improve the tax base. Bayside presents prime real estate development prospects to expand the central business district with new office and commercial space, along with small-scale affordable spaces for start-up and small businesses.

II. PORTLAND INDUSTRY AND COMMERCE PLAN - 1994

Strengthen and Diversify the Economic Base

- create a variety of job opportunities for the full spectrum of the labor pool which:
 - are appropriate to our current and potential skills
 - provide good pay and benefits - a living wage
 - are rewarding/satisfying
- create a strong industrial base which is beneficial to the community
- reduce vulnerability to recession and industry trends
- strengthen and diversify the tax base

Improve the Quality of Life

- recognize that jobs and prosperity improve the standard of living for residents
- preserve, protect, and strengthen neighborhoods
 - compatible development
 - confidence/peace of mind regarding our industrial neighbors
- reduce tax burden on residential property owners

- make Portland attractive to new residents and businesses

Target Specific Opportunities

- maximize connections to Boston and the maritime provinces
- capitalize on location/telecommunications/transportation infrastructure, port, airport, highways, etc.

Revise Zoning

- protect neighboring residential zones
- adopt clear, predictable, and enforceable regulations
- promote compatible development within industrial districts
- consider limitations on hours of operation
- recognize that a well managed industry is a good neighbor
- accommodate clean industry
- create thoughtful flexibility for emerging industries
- create a process that provides a quick response on development permitting

Create Financial Incentives

- be creative, responsive, and work hard to retain existing business
- enhance the City's ability to attract economic development
- participate in regional economic development and technology development programs and strategies
- level the playing field between Portland and surrounding communities
- go after good jobs, and lots of them
- garner resources from Federal, State, and private sources
- simplify programs and minimize red tape

Adopt Overall Goals for Economic Development

- participate in regional economic/industrial development strategies
- promote communication
 - between industry and neighborhoods
 - between City and industry
 - between government, regulatory, and advocacy agencies
 - between City and regional entities
 - between City and banking industry
- reduce costs of doing business in Portland
 - worker's compensation
 - transportation
 - taxes
 - energy
 - regulation
- strengthen Portland's infrastructure to promote economic development
- develop a long term vision of what the Portland economy should look like and develop an economic development program accordingly.

Attract Target Industries, Take Advantage of Portland's Key Strengths, and wherever possible, Enhance its:

- excellent school system
- low rate of crime
- arts and culture
- clean and attractive urban environment
- ample high quality water resources
- beautiful physical environment
- telecommunications/transportation infrastructure

Enhance Higher Education and Research and Development Opportunities

- establish connections to Boston industries and academic resources
- improve education and training for higher levels of job skills
- support the continuing development of USM and SMTC and efforts to maintain/create ties between the schools and local industry

Work to Resolve Long Term Legislative Financial and Structural Issues

- state school funding formula
- state tax structure
- worker's compensation
- energy costs

III. DOWNTOWN VISION- March 1991

Retail Economy Goals

- Strengthen and enhance the Downtown retail sector to meet the diverse consumer needs of Downtown workers, Downtown and citywide residents, and visitors.
- Revitalize Congress Street, Portland's main street, by establishing and promoting the Congress Street Cultural Corridor with additional cultural facilities and related retail uses.
- Pursue infill retail development within established retail areas and expand retail areas while complementing and supporting what already exists.

Downtown Vision: Retail Economy Policy

- Assure street-level retail or other pedestrian-oriented uses through appropriate zoning requirements.

Downtown Vision: Tourism and Hospitality Goal

- Develop appropriate attractions and improvements Downtown that complement and enhance the role of the tourism and hospitality industry.

Downtown Vision: Tourism and Hospitality Policy

- Provide full public support through Countywide initiatives and encourage private support for the development of a convention center in Downtown Portland, along with a new convention-quality hotel, located so as to integrate with existing retail and cultural areas.

- Support expanded Downtown programming for events and activities throughout the year to extend the "tourist season" and to serve local residents and employees as well.

Downtown Vision: Office Economy Policies

- Achieve diversity in the Downtown's economy, in activities, uses, and participants.
- Bring the resources and initiatives of the Downtown Portland Corporation, which administers economic development programs, to enhance and create business and employment opportunities downtown.
- Develop a coordinated marketing program, which promotes Downtown, seeks out potential new businesses, and identifies incentives to create new jobs.
- Take the lead in pursuing creative financing mechanisms and incentives such as tax-increment financing, the Capital Improvement Program, or the Portland Development Fund, which will assist in attracting and retaining Downtown office tenants.

Downtown Vision: Arts and Culture Goals

- Promote and enhance the cultural community by retaining and encouraging arts and cultural organizations.
- Support the cultural community by retaining and expanding performance and exhibition space, housing, studio space, and office/support space for artists, institutions, and organizations.
- Promote the Downtown as the local, statewide and northern New England center for arts and culture.
- Enhance and promote accessibility to diverse arts and cultural opportunities for all segments of the community.

IV. A PLAN FOR PORTLAND'S ART DISTRICT - Goals and Objectives -1995

- Improve the economic performance of arts institutions in the Arts District and throughout the city by:
 - increasing attendance;
 - supporting efforts to develop subscribers, stabilize audiences and develop audience base;
 - improving marketing communications;
 - supporting better integration of arts institutions with the other major downtown interests; and
 - encouraging arts-related businesses to establish in, or relocate to the Arts District.
- Enhance the economic impact of arts institutions in the city by:

- providing opportunities for expanded spending for goods and entertainment associated with arts attendance at museums, galleries, and performing arts events;
 - extending the length of stay for all visitors in the downtown; and
 - increasing the overall attractiveness of the city for tourists.
- Create a more favorable business climate in the District and in downtown Portland by:
 - increasing pedestrian activity and total visitorship to the downtown; and
 - improving the appearance and the occupancy rate of commercial properties in the Congress Street corridor.
 - Support the creative efforts of individual artists and safeguard their continuing presence in the community.
 - Contribute to the overall quality of life in the community.
 - Establish an Arts District that is a permanent feature of downtown Portland.
 - Build community trust and collaboration of broadly diverse groups as a way of fostering cross-cultural communication and understanding.

V. **PORTLAND NEIGHBORHOOD ECONOMIC DEVELOPMENT STUDY, 1982**

Goals

- Restructure the City's zoning ordinances to accurately reflect the hierarchy of commercial centers. This would result in five commercial districts: R-P Residence-Professional to serve as a buffer district; B-1 Neighborhood Business District to provide limited areas for the location of small scale retail and service establishments; B-2 Community Business District to provide several major locations for a variety of retail, service and office uses; B-3 Downtown Business District; and B-4 Commercial Corridor District to provide locations for businesses that rely particularly on the regional highway network.
- Carefully weigh the value of on-street parking when making decisions concerning traffic, snowplowing, and road maintenance in the commercial centers. Develop incentives for the sharing of off-street parking lots among merchants.
- Enhance the security of neighborhood businesses through police efforts to control petty theft, vandalism, and harassment. Couple these efforts with expanded business training programs and recreational and youth job programs in neighborhoods where vandalism is most serious.
- Improve the City's working relationship with the businesses of the commercial centers and open formal lines of communication with the small business community.
- Establish a reserve fund for replacement of public improvements within the commercial centers.

- Expand the City's facade easement program into commercial centers on an as-needed basis to upgrade the appearance of the centers, especially where private property abuts the public right-of-way.
- Establish design controls through site plan review for major renovations of commercial structures.

STATE GOAL D. To encourage and promote affordable, decent housing opportunities for all Maine citizens:

INTRODUCTION

Portland has a long history of planning for its housing needs and programs. Homeownership programs, housing rehabilitation, assisted housing programs, and community development programs are financed with Federal, State, and local funds. Housing: Sustaining Portland's Future serves as the policy document guiding the City's housing programs. The 2000 Consolidated Housing and Community Development Plan establishes specific objectives for housing and community development projects to be funded with federal funds and U. S. Housing and Urban Development requires this document. Housing Policy Amendments adopted in 1991 addressed handicapped accessibility issues and the Downtown Vision and A New Vision for Bayside plans include neighborhood policies for the peninsula. Residential policies enacted in the 1980's established the basis for current residential zones and regulated institutional uses in these zones. The City's actions recommended to implement these goals are listed within a chart at the end of this section. Please refer to the original source document for a complete review of the analysis, policies and implementation strategies excerpted below.

I. HOUSING: SUSTAINING PORTLAND'S FUTURE- November 18, 2002

Overall Goal

Portland, as Maine's largest city, will strive to provide a sufficient supply of quality housing commensurate with a manageable level of growth to sustain the city as a healthy urban center in which to live and work, and its position as a growing regional economic and service center.

Housing in the city will be varied and affordable to accommodate Portland's socially and economically diverse population.

The existing housing stock will be enhanced and preserved, and a wide variety of new housing will be designed and created to support Portland's continued economic development, insure the safety of its citizens, and maintain its vibrant and stable neighborhoods.

When seeking solutions to Portland's housing needs and issues, the city will strive for innovation and creativity in the areas of urban design, expenditure of its financial resources, and the use and reuse of land and buildings to ensure that residential development fits within Portland's unique living environment.

Goal

- Ensure that an adequate supply of housing is available to meet the needs, preferences, and financial capabilities of all Portland households, now and in the future.

Policies

- Ensure the construction of a diverse mix of housing types that offers a continuum of options across all income levels, which are both renter and owner-occupied, including but not limited to the following:
 - i. Affordable housing², including starter homes;
 - ii. Housing units for decreasing household size, such as young professionals, empty nesters, single-parent households, and senior citizens;
 - iii. Medium and high priced options for the “move-up” market
 - iv. Housing for special markets, such as SRO’s, student or dormitory housing, group homes, and artist housing including live/work opportunities;
 - v. Higher density housing, such as row houses, small lots, reuse of non-residential buildings, and mixed use buildings;
 - vi. Rental units for large families with children;
 - vii. Housing development that encourages community, such as co-op housing;
 - viii. Housing with a range of services and medical support for the elderly and special needs population, including assisted living, congregate care, group homes and nursing homes; and
 - ix. Emergency Shelters for the homeless and transitional housing for individuals and families striving for independence.
- A variety of housing choices should be available such that no one should have to spend more than 30% of their income for housing.
 - Maintain Portland’s current proportion of subsidized³ units to its total housing stock. Establish a target of at least 20% of the total number of new housing units will be subsidized for households earning 80% or less of the region’s median income.
- Encourage higher density housing for both rental and home ownership opportunities, particularly located near services, such as schools, businesses, institutions, employers, and public transportation.
- Increase Portland’s rental housing stock to maintain a reasonable balance between supply and demand yielding consumer choice, affordable rents, and reasonable return to landlords.
- Increase home ownership opportunities for all types of households and all income levels.

² Affordable Housing: Housing that costs 30% or less of a household’s gross income. The term is generally used in this plan to refer to housing that is affordable to households earning less than 80% of the median for the Portland MSA (Metropolitan Statistical Area).

³ Subsidized Housing: Housing that has received financial or other forms of government assistance, e.g. density bonuses and other mechanisms to offset costs and to achieve the goal for more affordable housing.

- Ensure that a continuum of housing is available for people with special needs and circumstances ranging from emergency shelters and transitional housing to permanent housing (rental and homeownership), which offer appropriate supportive services.
- Identify vacant land and redevelopment opportunities throughout the City to facilitate the construction of new housing.
- Promote Portland as a Pro-Housing Community.

Goal

- Maintain, rehabilitate, and restore the existing housing stock as a safe and important physical, economic and architectural resource for the community.

Policies

- Assist with the restoration and rehabilitation of architecturally significant residential properties within and outside of Portland’s historic districts.
- Foster safe and high quality housing through appropriate building codes and financial assistance.
- Target vacant buildings for maintenance, rehabilitation and reuse.
- Improve the safety of Portland’s housing stock by eliminating public health hazards from single and multi-family residential properties.
- Establish a standard of “no net loss of housing” for all proposed development.

Goal

- Maintain and enhance the livability of Portland’s neighborhoods as the City grows and evolves through careful land use regulation, design and public participation that respects neighborhood integrity.

Policies

- While accommodating needed services and facilities, protect the stability of Portland residential neighborhoods from excessive encroachment by inappropriately scaled and obtrusive commercial, institutional, governmental, and other non-residential uses.
- Support Portland’s livable neighborhoods by encouraging a mix of uses that provide goods and services needed and are within walking distance of most residents.
- Encourage innovative new housing development, which is designed to be compatible with the scale, character, and traditional development patterns of each individual residential neighborhood.
- Encourage new housing development in proximity to neighborhood assets such as open space, schools, community services and public transportation.

- Ensure the integrity and economic value of Portland's neighborhoods.
- Encourage Portland's neighborhoods to address the City's housing issues through the Neighborhood Based Planning Process.
- Encourage neighborhood populations that are economically, socially, culturally and ethnically diverse.

Goal

- Strive to ensure freedom of choice in housing type, tenure, and neighborhood for all, regardless of race, color, age, gender, familial status, sexual orientation, religion, national origin, source of income or disability.

Policies

- Increase and ensure equal access to housing opportunities for minorities, low-income people and persons with disabilities and special needs.
- Work to prohibit discrimination in selling and renting of all types of housing.
- Ensure that an adequate supply of new and existing housing is accessible to persons with physical disabilities.
- Work to educate the public about housing laws and opportunities.

II. A NEW VISION FOR BAYSIDE – 2000

Goal

- **A critical mass of dwellings:** An urban district must have a mix of residences to be truly vital. The Bayside plan will fill in, extend, and enhance the existing residential fabric with a substantial amount of new housing units. A diversity of dwelling types will enable citizens from a wide range of economic levels, age groups, and life circumstances to live in Bayside. Careful attention to design, scale, density and variety will strive to create a healthy and compatible neighborhood similar to other successful urban neighborhoods on the Portland peninsula.

III. 2000-2005 CONSOLIDATED HOUSING AND COMMUNITY DEVELOPMENT PLAN- May 2000

Affordable Housing Strategies

- Assisted housing should be provided for those individuals and families with the greatest needs, including the elderly, low income and disabled populations in order for them to live independently and achieve stability and self-sufficiency in their lives.
- Assisted housing should address an identified community need or meet other city policies.

- Assisted housing should create or maintain neighborhood viability and economic vitality in the community.
- Assisted housing should strive to include a mix of individuals and families with differing incomes and populations in order to create healthy stable neighborhoods that are socially and economically diverse.
- Assisted housing should use public resources as efficiently as possible to stimulate private investment and to fill affordability gaps in projects that meet the City's principals and priorities. Public funds should be leveraged to the maximum extent possible.
- Due to the shortage of housing, the City should not allow development projects that result in a net loss of housing units in the City. The City should consider a policy requiring that any loss of housing be replaced on a one for one basis.
- Assisted housing must be developed and managed in a manner that supports neighborhood stability.
- Assisted housing must be developed and managed in a manner that affirmatively promotes fair housing practices.

IV. **DOWNTOWN VISION: OVERALL GOALS - March 11, 1991**

Goal

- Preserve and enhance the quality and vitality of neighborhoods within and adjacent to the Downtown.

Downtown Vision: Neighborhood Policies

- Continue to offer, expand, and promote programs, which maintain and upgrade housing in the neighborhoods within and immediately surrounding the Downtown.
- Continue support for improving access and re-use of upper stories, with more emphasis on upper-story residential uses between Congress and Longfellow Square and within the Congress Street to Cumberland Avenue area. Actively market this upper-story space.
- Implement zoning and development ordinances, which require the relocation of tenants displaced by new development, in locations within or adjacent to the Downtown. Where demolition is necessary to facilitate new growth consistent with the plan for the downtown, relocation of existing residential tenants must be carefully addressed.
- Initiate long-term development programs for the Bayside, Gorham's Corner and India Street perimeter areas with an objective of establishing and re-establishing residential components with a mix of income levels and types of housing within a context of mixed commercial and residential uses.

V. **REGULATION OF INSTITUTIONAL USES IN RESIDENTIAL ZONES - 1983**
(Planning Board Report #46-83)

Goals

- Institutional uses, where they are to be allowed in residential zones, should be designated conditional uses with review before the Planning Board.
- Any new institutional use should be required to have a lot size of sufficient area to accommodate all activities, including parking and to absorb impacts and growth needs of the institution.
- Reasonable expansion of existing institutions should be accommodated, but effective use of existing lot area should be required.
- For both new development and expansion of existing institutions, the displacement or conversion of existing dwellings should be avoided, and that an institutional development proposal that causes significant residential displacement should be cause for denial of conditional use approval.

STATE GOAL E. To protect the quality and manage the quantity of the State's water resources, including lakes, aquifers, great ponds, estuaries, rivers and coastal areas;

COASTAL MANAGEMENT POLICIES

- 4. Hazard area development. Discourage growth and new development in coastal areas where, because of coastal storms, flooding, landslides or sea-level rise, it is hazardous to human health and safety.**

- 8. To protect the quality and manage the quantity of the State's water resources, including lakes, aquifers, great ponds, estuaries, rivers and coastal areas;**

INTRODUCTION

Portland is a coastal community with eight islands and three rivers (Presumpscot, Stroudwater and Fore Rivers) flowing through it. In 1993, Portland adopted the Combined Sewer Overflow Abatement Study (CSO Study), which provides an overall framework for eliminating combined sewer overflows and improving surface water quality. Accompanying the CSO study is a five-year implementation plan for years 1997 to 2001 and a new five-year plan is being prepared to address years 2002 to 2006 for DEP review and approval. There are several master plans that offer more detailed guidance for improvements and management efforts in the Capisic Brook and Fall Brook watersheds. The City adopted The Capisic Brook Greenbelt/Stormwater Abatement Study, which creates a future vision for this watershed and recommends an integrated approach for watershed management, recreation and habitat enhancement. As an outgrowth of this plan, Greenway Master Plans incorporating specific recommendations for an integrated series of improvements have been prepared for the Capisic Brook and Fall Brook watersheds. Watershed planning to improve surface water quality continues to be an emphasis of the City's environmental work.

The Portland Island Land Use and Zoning Study adopted a series of policies recognizing the fragile environmental characteristics of the islands and the City of Portland Island Ground Water Management Study is an in-depth groundwater analysis prepared as an outgrowth of the Island study. The hazards of flooding are addressed in the regulations adopted by the City under the Federal Flood Plain Management Program. For a more complete understanding of the goals from these reports, refer to the original source document, which contains the analysis, policies, and implementation strategies.

I. GREEN SPACES, BLUE EDGES: AN OPEN SPACE AND RECREATION PLAN FOR THE CITY OF PORTLAND- 1995, updated 2001

Goals

- Develop an open space system that considers the natural forces of air, water, vegetation and landform to minimize foul odors, eyesores, and noise, and to maximize clean soil, clean air and clean water in Portland.

Policies

- Locate or undertake environmental studies identifying the most critical climate and air pollution, flooding, erosion, surface and ground water pollution problems, and threats to City water supplies, plant communities and wildlife, and their sources.
- Using scientific models and studies, determine the optimal organization of open space and vegetation to minimize the identified environmental problems.

II. COMBINED SEWER OVERFLOW ABATEMENT STUDY – Prepared for City of Portland by CH2M HILL and Dufresne-Henry, Inc. 1993

Goals

- Control of 99% of all wastewater flows generated during wet weather. (Deactivate 29 out of Portland's 39 CSOs).
- Improve the quality of Portland's surface waters. (The number of individual CSO events will be reduced by 85%; CSO volume will be reduced by 88% and CSO duration will be reduced by 88%.)
- Provide, on average, 100% Portland CSO elimination in four of our six receiving waters.
- Reduce significantly the CSO events, volume, and duration in waters with remaining CSOs.
- Reduce significantly the number of violations of water quality standards for bacteria.
- Improve habitats for critical uses and sensitive areas.
- Expand the recreational potential of Portland's waters.

Policies

- Use a wide variety of control measures from inexpensive modifications to the existing system to relatively expensive storage and treatment options for the high-density areas of Portland.
- Continue to implement, at a greater level, the programs that are currently in practice:
 - Inflow reduction (separation and vortex valves)
 - Maximizing flow to the WWTF (Portland Wastewater Treatment Facility)
 - Pollutant source control
 - Proper operation and maintenance
 - Increased use of the sewers for in-system storage

- Increase pumping capacity through the India Street pump station so that, along with the increased pumping from existing pumps at the Northeast pump station, the available capacity at the WWTF can be used to treat an additional 20 mgd of wet weather flow.
- Implement watershed management programs for the Fall Brook and Capisic Brook watersheds. These programs will be comprehensive efforts that include land use planning, stormwater management, selective sewer separation, expanded use of BMP's for source control, rehabilitation of natural waterways, and development of recreation and environmental resources in conjunction with CSO and stormwater control. The goal is to eliminate CSOs in these watersheds by managing the volume and quality of storm water runoff, while maximizing use of existing conduits.
- Complete several Libbytown projects, including the Douglass Street and Edwards Street Interceptor separation projects, stormwater pumping of the Hood Dairy Area, and flow slippage and sewer separating in the Maine Medical Center and Deering Oaks areas. These improvements, combined with the Fall Brook watershed projects and storage conduit under Baxter Boulevard and the soccer field along Marginal Way, will considerably reduce overflow volume and frequency to Back Cove.

III. THE CAPISIC BROOK GREENBELT/STORMWATER ABATEMENT STUDY – 1996 – Revised 1999 CONSOLIDATED VISION SUMMARY 1999:

Water Quality: The watershed is a more open water system with no further sedimentation. There is clean water in the Brook and healthy ecosystem with thriving wildlife including eagles and fish. No contaminated sediments are showing up in the watershed as measured through the analysis of the lobsters and clams of Casco Bay. There is greenery, but not lawns. There is no CSO activity in the area, no flooding that effects dwellings and no sewer back ups. There are modifications of the brook to meet goals such as flood control or water quality, but the engineered improvements are barely visible, seamless with the natural environment. There is a natural dam above Warwick Street and the dam at Capisic Street had been studied and altered so that it is no longer a cause of flooding up stream. As part of the plan, 319 funds have been used in a model way.

Public Recreation: There are walking trails the full length of the brook, as close to the brook as possible without compromising the safety and property values of residents, which are linked to many other open space areas in the city. The trails link neighborhoods with the Brook and with each other and encourage community pride. There is access to the trails at various points with small-scale places for parking and bus drop off. The trails are well maintained and safe and do not constrict the conveyance capacity of the brook.

The Capisic Brook Greenbelt provides a variety of recreational experiences that are unique to city living and are compatible to a riparian landscape. Walking and jogging, fishing and rowing in the summer and skating and cross-country skiing in the winter are

major activities occurring in the area. Recreational and outdoor experiences are facilitated by a variety of different amenities, including secondary athletic fields, and comparable activities that enhance, support and tie together the Brook's environment as part of a single park system.

A separate master plan for the environmental enhancements and recreational amenities are incorporated into the engineering solutions and designed to fit well into the natural landscape.

Environmental Education: The area is used for environmental education including a park ranger and children who are becoming stewards of the Brook area. Education is successful in reducing the use of fertilizers and pesticides. The education is linked to monitoring and includes interpretive signs. The program is so good that others are touring the area in order to use it as a model.

Community Engagement: Lots of people love and use the park. All people along the corridors are informed, involved and active stewards of the area serving as the driving force behind clean up, maintenance and education. There is an effective communication vehicle. The City is using community planning and has neighborhood liaisons. The project is so successful that politicians are competing for bragging rights and this group is going together to Washington to accept cash awards.

Maintenance: There is a planned, agreed on maintenance schedule. Maintenance concerns are tied together with the planning for recreation and open space. There is adequate access for maintaining the waterway system and maintenance is low cost. A vegetative plan will be developed to address the maintenance of designed vegetation and the control of invasive species. The plan's approach of an "open water system" had been purposely chosen for many reasons including cost.

Goal

Implement an integrated watershed plan to maximize beneficial uses in the Capisic Brook watershed and reduce pollution loads to Casco Bay by maximizing natural treatment of stormwater flow.

- Remediate flooding, storm drainage, and sewer backup problems.
- Remediate water quality problems.
- Eliminate erosion and control debris accumulation.
- Create an urban recreational, educational, and aesthetic resource.
- Institute a revenue generating mechanism.

IV. PORTLAND ISLANDS LAND USE AND ZONING STUDY - 1985

Policy

- Development on the islands should be managed to minimize the impact on the islands' fragile natural habitat.

V. **CITY OF PORTLAND ISLAND GROUND WATER MANAGEMENT STUDY - August 1986 and Planning Board Report #70-89 Recommendation to Adopt the Portland Islands Groundwater Management Study as Part of the Comprehensive Plan and to Adopt Zoning Amendments to the Land Use Code.**

Goal

- **PRESERVE QUANTITY** - Preserve the recharge rate to the island aquifers to the extent practical such that ground water tables are not significantly lowered and saltwater intrusion does not occur to either existing or future well sites.

Policies

- Minimize reduction of recharge and augment recharge if feasible.
- Coordinate storm water management with ground water management.
- Reduce progressive lowering of the ground water table and thus avoid the need to drill deeper wells with associated higher pumping costs and potential for saltwater intrusion.
- Do not exceed the safe yield of the bedrock aquifers.
- Continue to develop a data base on ground water elevations and monitor long-term trends.
- Provide education to the public on ways of preserving and enhancing recharge capability.

Goal

- **PROTECT QUALITY** - Protect ground water quality so that it will meet the State of Maine Primary Drinking Standards. Where the quality is presently inferior to those Standards, the goal is to restore the ground water to a quality equal to or better than the Safe Drinking Water Standards.

Policies

- Prevent degradation of quality to the extent possible, since this is cheaper and more effective than cleaning up or treating ground water.
- Assume that even where off-island water supplies and overboard discharges are presently available on the islands, that the islands may one day be forced to revert to self-sufficiency such that they will have to derive their water supply from the island and must dispose of their sewage on the island.
- Control housing and commercial use densities commensurate with available recharge such that when an entire island is developed to its permitted density, the ground water quality will still meet Safe Drinking Water Standards.
- Control the effects of residential subdivision and other commercial developments that will not undergo Site Plan Review such that any discharge to

ground waters must not result in ground water quality leaving the property on which the development is located exceeding one-half of the difference between the quality of ground water entering the property and the Safe Drinking Water Limits for the applicable physical, chemical, and biological standards.

- Control the disposal of any waste products on the island and define areas within which certain types of waste disposal should not occur.
- Control saltwater intrusion by preventing wells from exceeding the aquifers' safe yields and by reducing ground water extraction to the extent practical.
- Develop an emergency response plan for reacting to accidental chemical or petroleum spills.
- Control non-point sources such as petroleum storage tanks, resource mining, material stockpiles, pipelines, agricultural practices, road de-icing chemicals, and abandoned wells.
- Develop a remedial action plan for improving ground water quality where it is presently contaminated.
- Develop a long-term ground water quality monitoring plan.
- Provide public education on means of preserving ground water quality.

VI. FLOOD PLAIN MANAGEMENT REGULATIONS -June 1987

Goal

- The purposes of the Flood Plain Management Regulations are to reduce future flood risks and losses, protect against financial and human loss resulting from flood disasters, and to control the placement of structures, construction materials, and methods used to minimize potential property damage due to flooding.

Policy

- The City of Portland, Maine, elects to comply with the 42 USC sec. 4001 et. seq. requirements of the National Flood Insurance Act of 1968. The National Flood Insurance Program, established in the aforesaid Act, provides that areas of the city having a special flood hazard be identified by the Federal Emergency Management Agency and that flood plain management measures be applied in such flood hazard areas. The regulations establish a flood hazard development permit system and review procedure for development activities in the designated flood hazard areas of the city.

STATE GOAL F. 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.

COASTAL MANAGEMENT POLICIES

- 6. Scenic and natural areas protection. Protect and manage critical habitat and natural areas of state and national significance and maintain the scenic beauty and character of the coast even in areas where development occurs;**
- 9. Air Quality. Restore and maintain coastal air quality to protect the health of citizens and visitors and to protect enjoyment of the natural beauty and maritime characteristics of the Maine Coast.**

INTRODUCTION

Portland addresses its critical resources in Green Spaces, Blue Edges, which inventories the city's critical resources, habitats, and wetlands, and in the Portland Islands Land Use and Zoning Study, which recognizes the fragile environmental characteristics of its Islands. Recently, Portland expanded its Resource Protection Zone to incorporate sensitive lands identified in the Outer Brighton Avenue Task Force Report. This builds upon the Shoreland Zoning provisions, which conform and exceed minimum State standards. The environment and energy use is addressed in the Transportation Plan, which articulates the need to be responsible in the consumption of resources and protection of the environment. For a more complete understanding of the goals from these plans excerpted below, refer to the original source document which contains the analysis, policies, and implementation strategies. Scenic vistas and view corridors are identified in the Portland Shoreway Access Plan and the Waterfront Public Access Design, which are listed under State Goal J.

I. GREEN SPACES, BLUE EDGES: AN OPEN SPACE AND RECREATION PLAN FOR THE CITY OF PORTLAND- 1995, updated 2001

Open Space and Recreation Goals

- Develop an open space system that considers the natural forces of air, water, vegetation, and landform to minimize foul odors, eyesores, and noise, and to maximize clean soil, clean air, and clean water in Portland.
 - Locate or undertake environmental studies identifying the most critical climate and air pollution, flooding, erosion, surface and ground water pollution problems, and threats to City water supplies, plant communities and wildlife, and their sources.
 - Using scientific models and studies, determine the optimal organization of open spaces and vegetation to minimize the identified environmental problems.
- Conservation of natural resources should include a complete array of natural features and habitats, so that the public may learn about and experience the full realm of Portland's natural environment.

Open Space and Recreation Policies: Landscape and the Environment

- Continue to support the Portland Partnership Landscape Planning and Planting Project involving Portland Public Schools, the City and the Maine State Landscape Architects. This program has the dual purpose of upgrading the yard spaces of school properties while developing student awareness of the important role landscapes play in the environment.
- Study alternative methods to treat dirty storm water (combined sewer overflows) by natural means - using vegetative buffers to filter out pollutants as an integral strategy with related parks, water bodies, and trail systems.
- Establish a system of arborways in the City along streets and boulevards.
- Acquire and hold needed land for athletic facilities and conservation purposes.
- Develop High Point Parks, open spaces located on the higher elevations of the city, in neighborhoods throughout the city such as the Ocean Avenue landfill, hilltop on Ocean Avenue by rock shop, Rocky Hill, and hills in Stroudwater.
- Undertake a comprehensive environmental assessment of the city; identify and conserve unique natural and ecological sensitive areas. Monitor water quality in major streams and rivers. The City should steward these resources, develop the capability to protect these resources including technical assistance to educate property owners on ways to protect such areas.
- Launch a major Presumpscot River conservation plan initiative. The plan would cover water quality, recreation, Riverton Park, Hamlin's Pit, Riverside Golf Course, and development of a greenway trail from Falmouth to Sebago Lake.

II. OUTER BRIGHTON AVENUE TASK FORCE REPORT – 2001

Policies

• Support for Environmental Values

- Rezone the undeveloped portion of the Union Water Power Site from Residential R-2 to Resource Protection.
- Rezone from Industrial I-M to Office Park OP and Resource Protection, the property recently purchased by the City.
- Support development of a Rand Road Streetscape Plan that will encourage mixed land use with the goal of low impact development.
- Seek trail connections that link the system throughout the area to tie together the Fore River Sanctuary, Evergreen Cemetery and the Capisic Pond and Brook.

- Strive for a more formalized relationship between the owner of the Sanctuary and the City, so that joint management and shared resources could occur to an overall functional advantage.
- Create a Rand Road entrance to the Fore River Sanctuary, particularly to facilitate school bus access and parking.

III. A TIME OF CHANGE: PORTLAND TRANSPORTATION PLAN - July 1993

Goal

Environment and Energy

- To establish a transportation system responsible to current and future generations in consumption of resources and protection of the environment.
 - Minimize negative environmental impacts.
 - Minimize energy consumption, especially nonrenewable energy resources.
 - Factor direct and indirect costs and benefits in decision-making. Impacts which are not easily expressed in dollar values should be considered.
 - Promote public awareness about the global and community impacts of behavior.
 - Reduce the percentage of trips by single occupant motor vehicles.

IV. PORTLAND SHORELAND ZONING AMENDMENTS - December 9, 1991

Goal

- To further the maintenance of safe and healthful conditions; prevent and control water pollution; to protect fish spawning grounds, aquatic life, bird and other wildlife habitat; protect buildings and lands from flooding and accelerated erosion; protect archaeological and historic resources; protect commercial fishing and maritime industries; protect freshwater and coastal wetlands; control building sites, placement of structures and land uses; conserve shore cover, and visual as well as actual points of access to inland and coastal waters; conserve natural beauty and open space; and anticipate and respond to the impacts of development in shoreland areas.

Policies

- Establish a stream protection zone. Capisic Brook, Nason Brook and Fall Brook should be designated as stream protection zones.
- Zone ten acre freshwater wetlands for shoreland zoning.
- A shoreland building setback of 75 feet is appropriate but the requirements should be flexible for certain circumstances. The requirement should not apply to the W-1, W-2 and I-3b zones.
- A shoreland parking setback of 75 feet is appropriate, but it should not apply to the W-1, W-2, and I-3B zones. The setback may be modified in the I-2, I-B and R-OS zones.

- Establish the Resource Protection Zone (RPZ) along portions of the Presumpscot River, Stroudwater River and Fore River. Expand the existing RPZ on Cliff Island and establish a new RPZ near the Presumpscot River outlet near I-295.
- Revise the definition of freshwater wetlands to include certain wetlands, less than 10 acres, that are depicted on the zoning map. Designate certain wetlands on Peaks Island for shoreland zoning protection.

V. **PORTLAND ISLANDS LAND USE AND ZONING STUDY - 1985**

Policy

- Development on the islands should be managed to minimize the impact on the islands' fragile natural habitat.

STATE GOAL G. 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;

COASTAL MANAGEMENT POLICIES

- 1. Port and harbor development. Promote the maintenance, development, and revitalization of the State's ports and harbors for fishing, transportation, and recreation;**
- 2. Marine resource management. Manage the marine environment and its related resources to preserve and improve the ecological integrity and diversity of marine communities and habitats, to expand our understanding of the productivity of the Gulf of Maine and coastal waters and to enhance the economic value of the State's renewable marine resources;**
- 3. Shoreline management and access. Support shoreline management that gives preference to water-dependent uses over other uses, that promotes public access to the shoreline, and that considers the cumulative effects of development on coastal resources;**
- 5. State and local cooperative management. Encourage and support cooperative state and municipal management of coastal resources.**

INTRODUCTION

Portland is a major deep water port that serves as the distribution point for container shipments, raw materials, and oil. The fishing industry is a major component of the Harbor and it is supported by Portland with the Fish Pier and the Fish Exchange. Water dependent uses, such as BIW, the Casco Bay Ferry Terminal, and the International Ferry (its role in tourism is increasing as more cruise ships, including Queen Elizabeth II, schedule stops in Portland), are examples of the City's direct involvement in the development and continuation of these uses. The collaborative efforts between the City and the Waterfront Alliance produced a well articulated vision for a working waterfront that is based on a marketing strategy, land use recommendations, and a business plan. The land use and zoning policies are embodied in the Waterfront Zoning and Land Use Policy Update. Other reports include A Waterfront Action Plan for the Port of Portland, Maine, Berthing Management Plan, Port Marketing Study, Economic Impact of Land Use Recommendations and the Waterfront Alliance Recommendations. A Master Plan for Redevelopment of the Eastern Waterfront and Investing in Our Working Waterfront: Final Report of the Mayor's Waterfront Task Force on Economic Development are two recent planning initiatives, which coincide with the plans for a new Passenger Ferry Terminal. Excerpts of goals and policies from these documents are below and refer to the original documents for the complete analysis, policies and implementation strategies.

[Editors Note: The evolution of current waterfront planning in Portland began in 1982 with Waterfront Strategies (resulting in the W1 and W2, zones) with multiple updates in 1983 and 1988. In 1987 there was a citizen's initiative restricting uses on the waterfront to marine uses only (the waterfront overlay zone). In 1992 the Waterfront Alliance Report was the policy basis for new zoning districts (WPDZ, WCZ and WSUZ).]

I. A MASTER PLAN FOR REDEVELOPMENT OF THE EASTERN WATERFRONT- 2004

Goal

- Character and Impact of Development: Development within the eastern waterfront will be compatible with the surrounding areas, neighborhoods, natural environment and maritime uses.

Objectives

- Protect the operation of island ferry service and enhance parking, circulation and safety.
- Encourage compatible architecture.
- Encourage historic preservation and adaptive reuse of historic structures.
- Establish a new street and pedestrian network that integrates with the surrounding street and trail network.
- Preserve significant public view corridors to and from water and along the waterfront.
- Manage traffic, noise, and air and water emissions to minimize impacts on the surrounding community and users.
- Improve and protect the value and quality of natural resources.

Goal

- Mixed Use⁴: Development within the eastern waterfront will create a vital and active mixed-use urban area that generates life and use every day of the year and all hours of the day.

Objectives

- Provide opportunity for mixed-use non-marine development and activities in locations and in ways that are compatible with the use of maritime resources.
- Increase public use of the water, waterfront and shore through public access and green space development.
- Maintain and enhance recreational trail access.

⁴ Mixed use includes but is not limited to residential, commercial, public, institutional, marine, park, trail and industrial uses (all as generally defined in the B-5 Zone of the Portland Land Use Code.)

Goal

- Maritime Resources: Development in the eastern waterfront on piers, bulkheads, and on land within 75' of mean high water line, will give priority to compatible water-dependent and maritime uses.

Objectives

- Preserve and encourage long-term enhancement of emerging and traditional maritime and water dependent uses.
- Utilize the harbor's deep-water resources to serve deep draft vessels.
- Encourage small boat berthing where water depth does not permit deep-water berthing.
- Encourage public physical and visual access to the water where appropriate.
- Allow non-marine mixed uses when compatible with water dependent and marine uses.

Goal

- Economically Responsible Development: Development in the eastern waterfront will provide a significant benefit to the City and regional economy.

Objectives

- Encourage a positive economic return to the City.
- Sustain and strengthen water-related tourism.
- Enhance the economic viability of the eastern waterfront's property and facilities.
- Assure that public investment and development benefit the residents of the greater Portland community.
- Provide adaptable, flexible infrastructure that will allow the City to adjust to future technologies and trends.
- Enhance multi-modal transportation opportunities.

II. INVESTING IN OUR WORKING WATERFRONT: FINAL REPORT OF THE MAYOR'S WATERFRONT TASK FORCE ON ECONOMIC DEVELOPMENT - October 2000, adopted July 2001.

Guiding Principles

- The Portland waterfront is a limited natural resource and the City has established and should continue a policy of preserving access for both traditional and emerging water-dependent uses.

- While the Portland waterfront serves a number of functions (job center, industry center, property tax base, transportation center, retail center, gateway, home, marine ecosystem, etc.), its primary role, recognizing its unique geography, is an economic center for water-dependent businesses, which cannot exist elsewhere.
- Stable pier infrastructure is an essential element for successful water-dependent businesses.
- The array of marine-related industries on the waterfront represents a critical mass of inter-dependent uses and services that, in total, provide a necessary base for continued viability of water-dependent uses.

Goals

- To continue the policy priority of supporting water-dependent and marine-related businesses.
- Assist in maintaining the physical infrastructure of the waterfront.
- Utilize existing program and funding resources to cover gaps not being met by private financing sources.
- Address overarching needs that affect both waterfront businesses and other businesses in the Old Port area, especially regarding traffic congestion and parking.

Task Force Recommendations

- Encourage private and public sector waterfront investments through lending programs and a capital improvements program.
- Create a waterfront-centered economic development outreach program to ensure that waterfront businesses have access to needed programs and services.
- Support the current use taxation referendum to provide property tax relief to waterfront property owners.
- Support clean, working harbors through addressing the negative effects of combined sewer overflows and stormwater runoff on the waterfront economy.

III. WATERFRONT ALLIANCE - April 14, 1992

- Preserve the entire perimeter of the Harbor from Tukey's Bridge to Veteran's Memorial Bridge for berthing.
- Recognize that property with direct water access is limited and should be reserved exclusively for marine use.
- Allow marine compatible use of other property that does not interfere in any way with the activities of water-dependent users.

- Divide the waterfront into four zones that reflect the type of berthing or land use that each zone can accommodate.
- Promote public access to the Port for the benefit and enjoyment of its citizens and continue to insure ecological safety through the promotion of environmentally sound practices.

Policy Recommendations:

Special Use Zone

- Provide an area where marine industrial and marine compatible uses can operate;
- Allow marine compatible uses to occupy existing vacant facilities that are not directly water related;
- Encourage new non-marine development (new construction/substantial rehabilitation) to contribute to the maintenance and improvement of the infrastructure along the water's edge as a condition of use;
- Promote the use of the land along the water's edge to be used by water dependent uses;
- Encourage public access to the waterfront;
- Promote uses that do not harm abutting neighborhoods and are environmentally sound.

Port Development Zone

- Transport of goods by water to and from Portland is an important component of both the local and regional economy. This commerce is dependent upon land with direct access to the dredged deep-water channel of the Fore River.
- Restrict waterfront land with direct deep-water access to uses, which contribute to port activity, to insure the continued viability of the Port of Portland, ME. Uses in the Port Development Zone, while governed by the same performance standards as other industrial zones, are limited to those, which are dependent upon access to deep water and contribute to port activity.
- Allow non-marine industrial activity only on a temporary basis and only to the extent it will not preclude or impede any future water dependent development.

Pringle Amendment:⁵

The property along the shore west of the Million Dollar Bridge is an important resource as the largest remaining undeveloped parcel abutting deep water, with significant potential value for use by deep draft vessels in the future, including such uses dependent on the convergence of water, rail and highway

⁵ Editor's Note: During the City Council deliberations on Waterfront Zoning and Land Use Policy, a specific policy and zoning provision was moved by Councilor Anne Pringle. This provision has been commonly referred to as the "Pringle Amendment".

transportation linkages. Non-marine commercial or industrial development of this property should be allowed only to the extent that it will not impede or preclude future water dependent development. Such non-marine uses must allow for adequate right-of-way access to the shore, must be compatible with marine uses, and must be physically adaptable or relocatable to make way for future development for water-dependent uses, especially those, which utilize the deep water frontage of the site.

IV. WATERFRONT TASK FORCE RECOMMENDATION, PORTLAND HARBOR MAINE - April 1990

Berthing Recommendations

- Manage and control development of berthing, moorings, and marinas in Portland Harbor to avoid congestion in the Central Harbor and preserve the ability of large commercial cargo vessels to maneuver safely and efficiently. Specific location recommendations are provided pertaining to recreational berths, marinas, rack storage, moorings, dredging, commercial vessel berths, tour and charter boats, and fish boat berthing.
- The new public landing at the Maine State Pier, as well as the MEDCU/Fire Boat Float, should allow drop off and pick up by water taxis.
- The deep-water shore west of the Million Dollar Bridge should be reserved for deep draft vessels.
- Federal, State, and Local Regulatory Agencies should meet and continue to cooperate in Harbor matters. Portland and South Portland should facilitate this process, and the permitting process should be streamlined.
- There needs to be increased police enforcement power of traffic conditions in the Harbor.
- An exploratory committee should be formed to investigate the possibility of a new public or quasi-public entity to carry out the management and development of the Harbor.

Marketing Recommendations

- The "Port of Portland" must be the subject of an aggressive and ongoing marketing campaign, to develop and promote a favorable image and monitor and protect its competitive position, through at least a \$74,000 per year marketing program.
- Target specific markets to attract more fish processors, buyers and sellers at the Fish Exchange, improve the business climate for marinas and related restaurants, and market directly to ocean carriers, and shippers and receivers of general cargo.

- Market the port through participation in cruise ship seminars, make capital improvements at the International Marine Terminal and improve its general appearance and attractiveness.
- Develop a waterfront tourism center and a system of tourist information and signage with such information as pedestrian guidance and available parking.

Economic Impact of Land Use Regulations

- The Planning Departments, Planning Boards and Councils of Portland and South Portland should coordinate their waterfront Planning and Zoning Processes to consolidate layers and zoning and encourage a complementary waterfront plan between the two communities to protect marine related businesses and services.
- The Cities of Portland and South Portland should ask the State to fund a study of the economic impact of marine business and update the COG Waterfront Business Survey on an annual basis.
- A variety of mechanisms for economic assistance should be available for wharf owners.

V. A WATERFRONT ACTION PLAN FOR THE PORT OF PORTLAND, MAINE - April 1988

Policies

This plan recommends a wide range of port improvements represented in subsequent plans or underway. Some of the more general policy recommendations include the following:

- Evaluate how an aquarium could benefit the Portland Waterfront.
- The Cities of Portland and South Portland must continue to support the Harbor Commission financially.
- An economic analysis of our zoning regulations should be undertaken to ensure that the land uses currently allowed (and not allowed) on the waterfront reflect market realities.

VI. WATERFRONT ZONING GOALS AND POLICIES - August 3, 1983

Goals

- Foster port development and waterfront renewal to preserve the working character of the waterfront with activities that are uniquely related to and dependent upon a waterfront location.
- Preserve the architectural and historic heritage of the area, and protect the natural environment on the waterfront.

- Improve the transportation network and flow of traffic along Commercial Street.
- Encourage more intensive uses of land and buildings, while retaining and improving the structural integrity of finger piers and wharf areas.

VII. PORTLAND WATERFRONT PUBLIC ACCESS DESIGN PROJECT - 1983

Goals

- Protect and enhance the major visual corridors, viewing points, and access points along the waterfront, with particular recommendations for the Eastern Promenade, Commercial Street, Waterfront Core, Western Promenade, and Fore River.
- Encourage appropriate infill and renovations that will preserve and enhance the architectural character of the waterfront core area, with particular design guidelines and schematics for Maine State Pier, Portland Pier, Long Wharf, the Fish Pier, and the International Ferry.
- Provide attractive pedestrian linkages along the entire length of the waterfront, with special design attention to such features as lighting, walkway surfaces, benches, signage, etc. to enhance the pedestrian experience between major points such as the International Ferry, the Old Port, the island ferry, pier and wharf sites, and points east and west.

VIII. PORTLAND SHOREWAY ACCESS PLAN - Nov. 1987: refer to the Portland Shoreway Access Plan Goals and objectives under State Goal J.

STATE GOAL H.

To safeguard the State's agricultural and forest resources from development which threatens those resources;

INTRODUCTION

Portland serves as a major distribution point for natural resources. The City's proximity to the State's natural resources and its diverse transportation network have made processing and distribution of natural resources major contributors to the community's economic base.

The importance of urban forests is examined in reports such as Green Spaces Blue Edges, Deering Oaks Master Plan, Evergreen Cemetery Master Plan, and Baxter Boulevard Improvement Plan. Street tree recommendations are contained in the Portland Downtown Traffic & Streetscape Study and the Brighton Avenue/Main Street Corridor Traffic and Streetscape Study. The goals of these plans related to Portland's common forestry are listed below. Refer to the original documents for the complete analysis, policies and implementation strategies.

I. GREEN SPACES, BLUE EDGES: AN OPEN SPACE AND RECREATION PLAN FOR THE CITY OF PORTLAND, - 1995, updated 2001

Goals

- Develop an open space system that considers the forces of air, water, vegetation and landform to minimize foul odors, eyesores, and noise and to maximize clean soil, clean air, and clean water in Portland.

Policies

- Continue to support the Portland Partnership Landscape Planning and Planting Project involving Portland Public Schools, the City and the Maine State Landscape Architects. This program has the dual purpose of upgrading the yard spaces of school properties while developing students' awareness of the important role landscape play in the environment.
- Establish a system of arbor ways in the City along streets and boulevards.
- Encourage private/public partnerships that enhance open space initiatives such as the development of trails by Portland Trails, Friends of Evergreen, the Millennium Tree Challenge, Co-op Tree Program and other partnerships.

II. DEERING OAKS MASTER PLAN- May 1994

Goals

- *Essential Park Elements:* There are particular park elements and spatial relationships that define the character of Deering Oaks, and should be understood and respected in all proposal for improvement:
 - The park's vegetation, particularly its stand of mature oaks, a signature of the space since pre-park days.
- Restore and Maintain the Park's Horticultural Beauty and Ecological Health
 - Improve the condition of the park's trees with a systematic program of removal, replacement, pruning, aeration and fertilization.
 - Develop a program of regular turf management.
 - Enrich the park's growing environment with a program of soil improvement.
 - Restore the park's understory plantings in selective places.

III. EVERGREEN CEMETERY MASTER PLAN - Nov. 1994

Goal

- Evaluate the Historic Landscape

Policies

- Stabilize, preserve, rehabilitate and improve the character defining features of the site, particularly the circulation design including the road layout and articulation of the circles, the entrances; the vegetation including the tree population and special planting at focal areas; the structures, particularly the monuments, Wilde Chapel and the ponds.
- Strengthen the diversity of landscape character, opportunity for focused views throughout the site, and interpretive potential with great diversity of vegetation treatment.
- Assess the original intent of the horticultural plan for the cemetery.

Goal

- Assess the Current Condition of the Landscape

Policies

- Assess the current conditions of vegetation and landscape features.
- Based on historic landscape information and assessment of current conditions, develop a plan that strengthens Evergreen's landscape.
- Articulate maintenance policies, which complement the historic character of the cemetery.

IV. **BAXTER BOULEVARD IMPROVEMENT PLAN**

Goal

- Preserve, protect and enhance the street trees along Baxter Boulevard.

Policies

- Develop a prioritized short and long-term comprehensive plan for the care of the existing Lindens
- Develop a long-term strategy for the replacement and infill of the existing Lindens.
 - Maintain the existing tree spacing
 - Replace declining Lindens with Lindens in most situations
 - Intersperse plantings of new trees of differing species in limited and select locations north of Fall Brook
 - Where replacement planting is needed, replace trees in blocks of three or more wherever possible.

V. **PORTLAND DOWNTOWN TRAFFIC & STREETScape - 1999**

Goal

- Corridor Street Trees: The importance of consistently planted and well-maintained street trees within the downtown area cannot be overstated. Street trees have often been credited as being the single most important characteristic of a successful urban street. Street trees need to be carefully selected for tolerance to heat, smog, salt, dehydration, and root compaction. The species selected need to be planted in consistent groupings and close enough to one another to provide visual unity. It is recommended that street trees be planted at a consistent spacing of 25' –30' along the entire primary and secondary corridors and that large blocks of similar species be used. Tree species selected should be urban tolerant, deciduous, reach a mature height of at least 35' and exhibit upward branching structure. Probably the most important factor in creating a successful environment for street trees is a well-conceived installation and maintenance program, including but not limited to the following:
 - planting (tree pit design, tree species selection)
 - pruning, watering
 - fertilization
 - aeration
 - maintenance
- *Specific recommendations for each segment of the primary and secondary corridors are contained within the report.*

VI. BRIGHTON AVENUE/MAIN STREET CORRIDOR TRAFFIC AND STREETScape STUDY - 2001

- Select tree species that will tolerate extreme urban conditions; i.e. road salt, high wind, exhaust fumes, dogs, etc.
- Pay particular attention to the preparation of the planting pit to provide adequate room and growing medium for the trees to grow and thrive, and not merely survive.
- Avoid monoculture planting schemes. Select trees that will provide shade, an overhead canopy, and seasonal interest with minimum of care.
- Encourage property owners along Brighton Avenue to participate in a tree planting program. Provide private landowners with a maintenance guide to tree care once installed.
- The City Arborist should inspect trees on a regular basis and perform periodic tree care as necessary. Replace trees that have been lost to maintain the rhythm that provides continuity to the street.
- Protect all trees during construction activity to provide a plan showing how trees will be protected from bark damage, root compaction or other injuries.

Specific recommendations for each segment of the corridor, both the primary and secondary study area are contained within the report.

STATE GOAL I. To preserve the State's historic and archeological resources;

INTRODUCTION

Portland has a rich history as a maritime and urban center with a citizenry composed of a myriad of diverse cultural communities, each of which contributes to the greater civic community. Portland is also the home for diverse and outstanding arts and cultural organizations. A healthy relationship between artists, audiences of all types, and arts and cultural institutions is vital in order to strengthen our community through our arts and culture. Celebrating Community: A Cultural Plan for Portland, Maine was adopted as part of Portland's comprehensive plan on October 5, 1998. For a complete understanding, refer to the original document for the analysis, policies and implementation strategies.

Despite Portland's long history (first settlement in 1625), the visual character of its built environment is strongly Victorian. This is due to the fact that the community was repeatedly destroyed over its long history, first by Indian attack, then British bombardment and finally, in 1866 by a catastrophic fire, which destroyed most of the City's public buildings and half of its businesses and houses. Portland's strong economy during this period enabled the City to rebuild within a remarkably short time frame of the fire, which explains its predominant Victorian character.

Historic preservation concerns were first incorporated in the 1974 Land Plan and were further debated with the enactment of a demolition delay ordinance in the early 1980's. During the economic boom times of the late '80's, a strong resurgence of public attention focused on the pace of development throughout the community and the vulnerability of significant historical, architectural, and cultural resources. In 1988, the demolition of two historic structures (despite the demolition delay provision) drew attention to the need for an effective preservation program. Following two years of public debate, a Comprehensive Historic Preservation program was adopted by the City as part of its Comprehensive Plan in 1990, which includes an Historic Resources Element, an Historic Preservation Ordinance, and an Historic Resources Design Manual. The Manual is an important educational resource in itself and includes an inventory of individual landmarks, essays on the City's eight historic districts and four historic landscape districts, as well as properties eligible for the National Register of Historic Places. The manual illustrates the ordinance's standards for review of alterations, new construction, signage, streetscape, and pedestrian improvements.

The City's Shoreland Zoning Amendments include a standard to protect archaeological and historic resources. In addition, Portland has the Deering Oaks Park Master Plan, Evergreen Cemetery Master Plan, Master Plan for Western Cemetery, and Eastern Promenade Master Plan, which contain policies and implementation strategies for preserving these designated historic landscape districts. Downtown Vision is another strategic plan that identifies the historic significance of the downtown and its built environment. As part of this study, a consultant performed a height analysis with an emphasis on retaining the historic building stock and urban form of Portland. The goals and policies of all these documents are listed below and for a complete understanding, please refer to the original source documents.

I. HISTORIC PRESERVATION ORDINANCE, AN HISTORIC RESOURCE ELEMENT TO THE COMPREHENSIVE PLAN AND AN ORDINANCE PROTECTING HISTORIC RESOURCES IN THE CITY OF PORTLAND -1989

Goals

Preserve Portland's Architectural and Historic Heritage

- Some of America's most appealing cities are those which possess a distinct or unique flavor or appearance. An important element in a City's distinctiveness is its historic areas and architectural landmarks.

Promote the educational, cultural, economic and general welfare of the City of Portland

- Create a mechanism to identify, preserve and enhance distinctive areas, sites, structures and objects that have historic, cultural, architectural and archeological significance;
- Provide a resource of information and expertise to help those interested in rehabilitation of construction in a district or restoring a landmark.
- Apply design standards in a reasonable and flexible manner to prevent the unnecessary loss of the community's historical features and to insure compatible construction and rehabilitation in historic districts while not stifling change and development or forcing modern recreations of historic styles.
- Foster civic pride in the city's history and development patterns as presented in such distinctive areas, sites, structures and objects.
- Protect and enhance neighborhood character;
- Stabilize and improve the values of designated properties and areas;
- Protect and enhance the attractiveness of the city to its home buyers, home owners, residents, tourists, visitors, businesses, and shoppers.
- Foster and encourage preservation, restoration, and rehabilitation that respect the historic, cultural, architectural, and archeological significance of distinctive areas, sites, structures, and objects.

II. PORTLAND SHORELAND ZONING AMENDMENTS – December 9, 1991

Refer to the Portland Shoreland Zoning Amendments goal, under State goal F, page 57.

III. CELEBRATING COMMUNITY: A CULTURAL PLAN FOR PORTLAND, MAINE, 1998

Goal

- Promote discovery, appreciation, understanding, and pride in Portland and the diverse cultures found within the City.

Policies

- Increase opportunities for programs, festivals, and collaborative series that reflect and celebrate the history, cultures, heritages, religions, and interests of all Portland citizens.
- Commission work from visual, performing and heritage artists to advance Portland's reputation as a creative center.
- Create connections between the City's schools and traditional and ethnic artists.
- Enable people, particularly those who have been left out, to participate in cultural events and encourage a "feeling of belonging to that world."
- Support a community center in the Arts District for performing and visual arts, which serves all citizens and is accessible to the broadest range of artistic expression. The Center could provide space for workshops, exhibitions, performances, residencies, master classes, and mentoring programs.

Goal

- Develop and enhance opportunities for students of all ages to engage, create and perform with the local arts community.

Policies

- Expand the arts' curriculum (K-12) to ensure comprehensive and multi-cultural arts education in every classroom with related after-school/Saturday/summer season activities.
- Combine efforts of the Arts & Education Committee of Portland Partnership and PACA to increase and coordinate support for arts education in Portland's public schools.
- Coordinate exhibits, performances and resources available at community institutions with the school curriculum.
- Support lifelong learning and participation in the arts for all citizens.

Goal

- Build, sustain and expand audiences.

Policies

- Encourage broad audience participation by leveraging connections within the community.

- Increase opportunities for low-income individuals, students, and families to attend museums, concerts, and arts events.
- Assess the need for a 150 to 400-seat performance facility designed for traditional and contemporary performances.
- Cultivate media connections to accurately inform and support positive coverage of the arts.

Goal

- Encourage and safeguard artists' continuing presence in the community.

Policies

- Encourage and develop live/work and work spaces for artists, controlled by artists.
- Support more activity on the street and in the public realm, such as street musicians, public art, community murals, and festivals.
- Provide technical assistance to artists and organizations.

Goal:

- Improve the vitality and civic support of arts and culture throughout the city.

Policies

- Establish a PACA funding program to secure or to commission arts and cultural programs, created by local artists and organizations, which address identified public objectives.
- Create an information clearinghouse in PACA. The clearinghouse would be a centralized and coordinated source of information for artists, cultural community representatives, teachers, citizens, neighborhoods, social service agencies, and arts and cultural organizations.
- Advocate for State financial involvement in supporting arts and culture in Portland.
- Expand support for Portland's Public Art Program. Educate citizens to the value of public art and offer a venue for artists and students to make and exhibit public art.

Goal

- Strengthen neighborhood identity through cultural programming and create connections between neighborhoods and the Arts District.

Policies

- Create a Citywide approach where both neighborhoods and the Arts District are venues for heritage, performing, visual, and public art projects.

- Improve transportation access to arts and cultural venues throughout the City.

Goal

- Apply arts and cultural solutions to the community's social issues.

Policies

- Develop more opportunities outside school for youth, particularly low-income students and children with special needs, to see, experience, and participate in visual, performance, and heritage arts.
- Work with human services/social service agencies to expand arts programs for all and to address community issues and special needs of citizens.

IV. Downtown Vision -March, 1991

Downtown Vision: Historic Resources Goal

- Preserve and promote the positive qualities and attributes which comprise the Downtown's unique identity, historic fabric including historic parks and open spaces, and sense of place through the re-use of existing structures and the development of new construction respectful of the built and natural surroundings.

Downtown Vision: Design Framework Policy, Visual Landmarks and View Corridors

- Portland's landmark buildings and relationship to the water are an important part of its unique character. Key views to the harbor, Back Cove, and landmark buildings are a community resource to be preserved and protected. They create the sense of place, which defines Downtown Portland as well as providing orientation to public moving about Downtown.

V. Green Spaces, Blue Edges: An Open Space and Recreation Plan for the City of Portland, 1995, updated 2001

Goal

- Develop a master site plan for each of the City's recognized historic parks and landscapes, which respects and builds upon the original design intent with appropriate improvements reflecting contemporary needs. Develop master site plans for other parks and sensitive urban sites with regard as necessary to local conditions and use patterns.

VI. Baxter Boulevard Improvement Plan, 1999

Goal

- Maintain the historical integrity of Baxter Boulevard and Back Cove by conserving, adapting or preserving existing historical resources and/or introducing new elements that are reflective of the park's history.

VII. Deering Oaks Master Plan- May 1994

Goals: Rehabilitate and Preserve the Historic Design Intent of the Park

- The focus of treatment at Deering Oaks, with its tradition of on-going use, should be on rehabilitation⁶ of the features of the park landscape sympathetic with historic design intent. This includes preservation of particular character defining features and possible reconstruction of lost features of significance.
 - There should be an effort to stabilize, preserve, rehabilitate and /or improve the character –defining features of the site, particularly the circulation design for the park visitors; the vegetation and in particular the oak grove; the pond; and the park edges and entrances. Additions that are inappropriate to the park’s historic character should be removed or replaced with sympathetically designed structures.
 - Deering Oaks is significant as an early designed landscape of Portland, one that has had a prominent place in the public life of the city. The period of significance that qualifies Deering Oaks as an historic landscape and eligible for the National Register of Historic Places is the time period from 1879 to 1937.

VIII. Evergreen Cemetery Master Plan, Nov. 1994

Guiding Principle: The Dual Purpose of Evergreen Cemetery

- As a public cemetery with the purchase of interment rights available to all. Evergreen is at once an active public cemetery and an important historic landscape carefully designed as a dignified and beautiful setting to commemorate the dead.
- As a refuge for appropriate, low-impact recreational activities. In the same space residents of the city and the neighborhood find refuge in passive recreational activities. Evergreen’s role as a place for recreation must be balanced with its primary purpose as a cemetery in order for these two purposes to co-exist and not conflict.

Guiding Principle: A City Park

- The significance of Evergreen Cemetery extends beyond its immediate neighborhood to all neighborhoods of Portland. It is a resource to the entire city and its management, maintenance, and improvements must reflect the needs of the larger public as well as those of the immediate neighborhood. Investment in the cemetery should be viewed in this light as well.

Guiding Principle: Administration, Management and Maintenance

⁶ Rehabilitation refers to the National Park Service definition: Rehabilitation acknowledges the need to alter or add to a historic property to meet continuing or changing uses, while preserving those portions or features which convey its historical or cultural values.

- The future of Evergreen Cemetery depends greatly on the city’s commitment to state-of-the-art management and maintenance practices including: training of personnel to develop the additional skills and knowledge necessary for Evergreen’s specialized care and for long-term infrastructure improvement, restoration and maintenance. It is essential that funding is adequate for Evergreen’s rehabilitation and maintenance, and that an administrative structure be developed able to champion the cemetery’s needs to the City Council and in City Hall.

Guiding Principle: Essential Design Elements and Spatial Relationships

- Preservation of significant landscape elements and overall character in historic areas, with particular attention paid to open areas, which are necessary for visual relief.
- Articulation of the entrance in response to historic design intent.
- Restoration of historically responsive design recommendations for focal areas such as the ponds, islands, and circles.
- Development and protection of naturalistic areas such as wildlife habitat and pedestrian trail links to Portland’s greater open space network.

Guiding Principle: Use and Preservation

- The User Survey reflects a continued and growing use for passive recreation. These changes in park use must be considered in combination with historic intent when evaluating the park’s condition, preservation needs, and maintenance requirements. Funding should be allocated to reflect this intensity of use.

IX. A Master Plan for Western Cemetery Portland Maine, Oct. 2001

Overall Goal

- Maintain the historic integrity of the site within the context of “rehabilitation”, recreating the image of the historic cemetery in as much as possible, with the current loss off historic fabric, while adapting selected areas to accommodate existing and proposed changed needs and conditions.
 - While “restoration” is applicable to grave markers and structural elements, “rehabilitation” is applicable to pathways, fences and gates, site amenities and vegetation because of maintenance and use considerations, as well as societal expectations in regard to safety and security.
 - Primary focus of recommendations for improvement is the protection, stabilization and preservation of historic artifacts, tomb structures and retaining walls.

- Achievement of the overall concept will require restoration of the historic character of the period of emphasis with removal of incongruent elements, vegetative work and site improvements, resolving pedestrian circulation and control, and restring/reconstruction critical components.

VI. Eastern Promenade Master Plan - November 17, 2003

Goals

- Recreate the pastoral qualities of the historic landscape design while solving the contemporary problems of public safety, security, appropriates or use, maintenance, management and preservation.

STATE GOAL J. To promote and protect the availability of outdoor recreation opportunities for all Maine citizens, including access to surface waters.

COASTAL MANAGEMENT POLICY

7. Recreation and tourism. Expand the opportunities for outdoor recreation and encourage appropriate coastal tourist activities and development.

INTRODUCTION

Green Spaces, Blue Edges: An Open Space and Recreation Plan for the City of Portland was adopted in 1994 and updated in 2001. It has an extensive inventory of the City's recreation facilities, golf course, historic parks, historic cemeteries, nature preserves, trail system, and school facilities. It is a comprehensive vision of open space for the City and its twelve (12) mainland neighborhoods and eight (8) islands. The plan also incorporates the recommendations of the Portland Shoreway Access Plan with the "Waterlinks Concept" and confirms the open space strategies in the Downtown Vision report. Green Spaces, Blue Edges recommends that master plans be prepared for the City's parks and cemeteries.

The Master plans provide detailed recommendations for the public improvements to the city's intensively park system and guide decisions for historic landscapes. The plans are generally adopted as part of the Comprehensive Plan. The Master Plans prepared since the completion of Green Spaces, Blue Edges include the Deering Oaks Master Plan, The Evergreen Cemetery Master Plan, Baxter Boulevard, The Capisic Brook Greenbelt/Stormwater Plan, Payson Park, Western Cemetery, Eastern Promenade Master Plan and the Athletic Fields. Other plans in process include Tommy's Park, Reiche School Recreation Space, and Riverton Trolley Park. The next major master plan to be undertaken will be for the Eastern Promenade. The goals and policies of these strategic plans are listed below. For a complete understanding, refer to the original documents for the analysis, policies and implementation strategies.

I. GREEN SPACES, BLUE EDGES: AN OPEN SPACE AND RECREATION PLAN FOR THE CITY OF PORTLAND- 1995 and GREEN SPACES, BLUE EDGES: SUPPLEMENT, AN UPDATE OF PORTLAND'S OPEN SPACE AND RECREATION PLAN, 2001

Guiding Principles

Neighborhoods form the foundation of Green Spaces, Blue Edges. The plan exists to serve the health and enjoyment of neighborhood residents.

- Neighborhoods should have open space focal points.
- Recreational opportunities should be available for all ages and genders.
- Neighborhood open space should be within walking distance.

- Portland residents appreciate their park system.

Parks and open spaces must be cared for under a sound management system driven by both environmental and human needs.

- Management of the recreation and open space system must be coordinated, efficient and effective while addressing both current and long-range needs.
- Appropriate resources must be available for maintenance. The report advocated an increase in operating budget resources for park and facility maintenance.
- Long-term open space and recreation needs must be defined to insure an adequate share of the ten-year capital improvement budget.
- Resources beyond the City's operating budget should be used to fund the recommendations of Green Spaces, Blue Edges. These include management efficiencies through effective communication and coordination, tapping the resources of private groups, and state and federal grant programs.
- Integrate school facility planning and city recreation and open space planning.
- Public and private partnerships should be fostered to increase available resources and bolster stewardship of Portland's parks.
- Foster dual-purpose projects, where citywide improvement programs are managed and coordinated to develop programs within the scope of the report.

The City and regional parks, open spaces, recreation and natural features comprise an environmental whole physically connected and interdependent.

- Green Spaces, Blue Edges supported a greenbelt of linkage concept for the City's entire park system as a desirable and efficient way to organize and improve the park system.
- Protection of natural resources as open space has an inherent value to the community beyond its aesthetic or recreation role.

Open Space and Recreation Goals and Objectives

Goal

- Provide a wide range of recreation and open space opportunities to address the athletic, recreation, leisure, ecological, and scenic needs of Portland's diverse population.

Policies

- Evaluate the recreation needs of City residents on a periodic basis using community surveys to insure that recreation and park services and facilities are meeting the needs of Portland's residents.
- Develop a comprehensive management plan for the City's park system that sets forth the necessary resources, management methods and practices required to sustain a high quality park system to meet the needs of Portland's residents.
- Establish and sustain adequate funding to properly maintain, improve and expand the park and recreation system with consideration of all potential funding sources.
- Rehabilitate and upgrade existing park and recreation facilities in accordance with a site master plan emphasizing high quality improvements, appropriate access under the American Disability Act and design excellence.

Goal

- Develop a vision of the natural and landscape environment that provides for the full range of dynamic contrasts found in our City that will enrich and enliven the use of our City and its built form.

Policy

- Develop a master site plan for each of the City's recognized historic parks and landscape, which respects and builds upon the original design intent with appropriate improvements reflecting contemporary needs. Develop master site plans for other parks and sensitive urban sites with regard as necessary to local conditions and use patterns.

Goal

- Create a cohesive, unified, interconnected open space system that builds on the historic legacy of our parks, our existing open space studies, the best knowledge of our day, and the informed will of its residents.

Policies

- Implement the Portland Shoreway Access Plan including development of a comprehensive system linking together inland parks, trails and shoreway access points.
- Interact and work with other public and private organizations to achieve this goal.
- Consider the recreation and open space planning of surrounding communities to link open space resources.

Goal

- Identify, conserve, protect and enhance recreation and open space resources in the City.

Policy

- Develop a comprehensive management plan for the City's park system that sets forth the necessary resources, management methods, and practices required to sustain a high quality park system to meet the needs of Portland's citizens.

Goal

- Foster a balance in our natural and built environment that will enhance the quality of life of Portland's residents.

Policy

- Educate the public on the City's open space and ecological resources, the opportunities they provide, and the importance that such resources play in the quality of life in the community.

Goal

- Extend the public's range of open space opportunities and the ability to pursue its choice of use without social or economic constraint, elaborate planning or community intervention.

Policy

- Acquire and improve additional facilities in neighborhoods, which have been determined to have inadequate or insufficient open spaces and recreation resources.

Goal

- Maximize community involvement and participation to shape the recreation and open space plan and its implementation.

Policy

- Evaluate the recreation needs of City residents on a periodic basis using community surveys to insure that recreation and park services and facilities are meeting the needs of Portland's citizens.

Goal

- Develop an open space system that considers that natural forces of air, water, vegetation and landform to minimize foul odors, eyesores, and noise, and to maximize clean soil, clean air, and clean water in Portland.

Policy

- Locate or undertake environmental studies identifying the most critical climate and air pollution, flooding, erosion, surface and ground water pollution

problems, and threats to City water supplies, plant communities and wildlife, and their sources.

II. A NEW VISION FOR BAYSIDE – 2000

- **Recreation and open space:** Development of a multi-use trail and bikeway on the abandoned rail corridor will be a significant cornerstone feature of the Bayside plan. The trail and open spaces such as squares, greens, parks, and community gardens will be located and designed to encourage active use, and to link with the Eastern Prom Trail, Back Cove and Deering Oaks Parks. The plaza at the base of Chestnut Street will provide a focal open space.

III. DOWNTOWN VISION - March 1991

Downtown Vision: Open Space Goals

- Develop an open space system throughout the Downtown, which provides the highest quality parks, plazas, and pedestrian environment. Pedestrian improvements and amenities should utilize the best materials and be carefully designed to provide a comfortable, durable, accessible, readily maintainable, and aesthetically pleasing environment.
- Buildings fronting an open space play a vital role in the success of that open space. They should provide pedestrian-oriented uses and be of high-quality materials, significant detail and interest to enhance the walking environment, be readily accessible from the open space through frequent building entrances and window openings, and should not detract significantly from solar access to open space during hours of heavy use.

IV. PORTLAND SHOREWAY ACCESS PLAN - Nov. 1987

Goals: Past and Present Vision

- Maximize public access along all of Portland's waterfront, while respecting the integrity of existing neighborhoods and land use patterns
- Develop an integrated system of pedestrian walkways to link existing City Parks, recreation areas, and open spaces;
- Identify appropriate places and spaces for recreational open space, both active and passive, along or near the waterfront
- Identify the critical points within the waterfront neighborhoods where conflicts are most likely to arise over issues such as compatibility, scale, indigenous character, physical access, view corridors, invasion of privacy impacts, and open space preservation

- Develop standards for the Shoreway that address specific concerns for public access, handicapped use, visual access, neighborhood integrity, buffering, landscaping, and design quality and variety, within the context of the City's Comprehensive Plan.
- Understand the need for flexibility on the part of the City in reviewing projects proposed for a very unique and fast-changing area.
- Examine what improvements can be made on public property that could set the tone for private investment adjacent to the Shoreway
- Encourage high quality landscape architectural and site design in future developments.
- Develop a physical improvement strategy that will enable the City to implement the findings of this study in phases, in order to give a sense of both immediate gratification and long-term achievement.
- Investigate the means to carry out Olmsted's concepts of Baxter's Parkway in the early 1900's.

Policies: The Waterlinks Concept

- Implement and expand upon the historic Olmsted concepts of Baxter's Parkway.
- Integrate shoreway open space resources into a defined and cohesive walkway system.
- Link shoreway open space with the City's inland park system.

VI. EASTERN PROMENADE MASTER PLAN - November 17, 2003

Goals

- Develop a master plan and an implementation plan that can be used as a guide for both short and long term planning and improvements.
- Recreate the pastoral qualities of the historic landscape design while solving the contemporary problems of public safety, security, appropriates or use, maintenance, management and preservation.
- Recommend changes to existing facilities, management policies and maintenance practices that are inconsistent with the original landscape design intent and/or contemporary park needs.
- Increase the quality and quantity of passive recreation opportunities, while maintaining and improving the quality of active recreation.