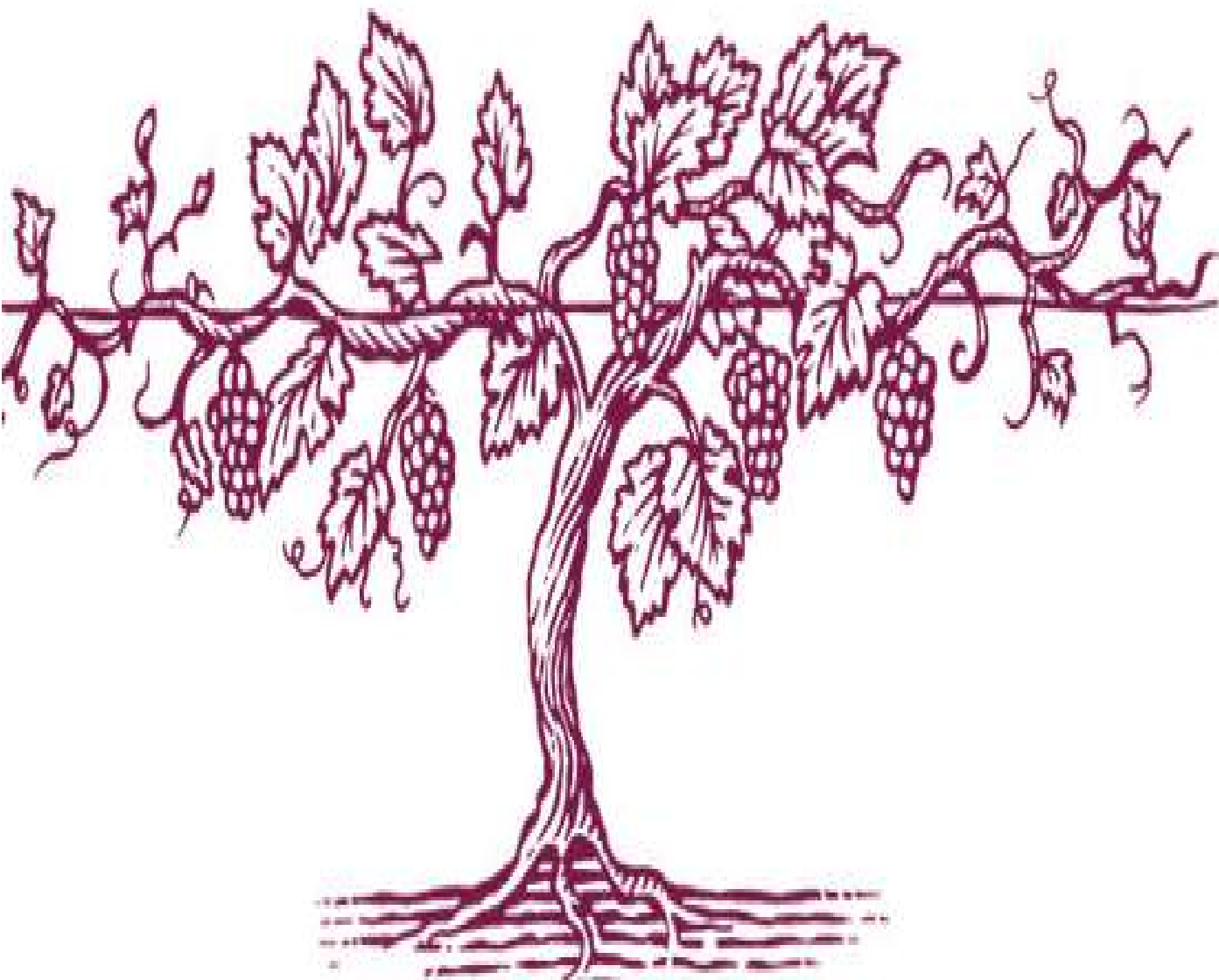


# TOWN OF PORTLAND



# COMPREHENSIVE PLAN





# Comprehensive Plan

ADOPTED SEPTEMBER 15, 2014

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Harold Smith, Member	Daniel Schrantz, Member
John Ames, Member	Sam Ricotta, Member
Gary Planty, Member	Roxane Sobecki, Town Clerk
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# CONTENTS



## ■ Setting the Stage 5

Introduction	5
Portland Today	8
Planning Process	9
How to Use the Comprehensive Plan	12

## ■ Foundations 15

Trends / Key Observations / Influences	16
Demographics	16
Housing	17
Economy	19
Land Use	21

## ■ Our Vision 23

## ■ Community Goals 27

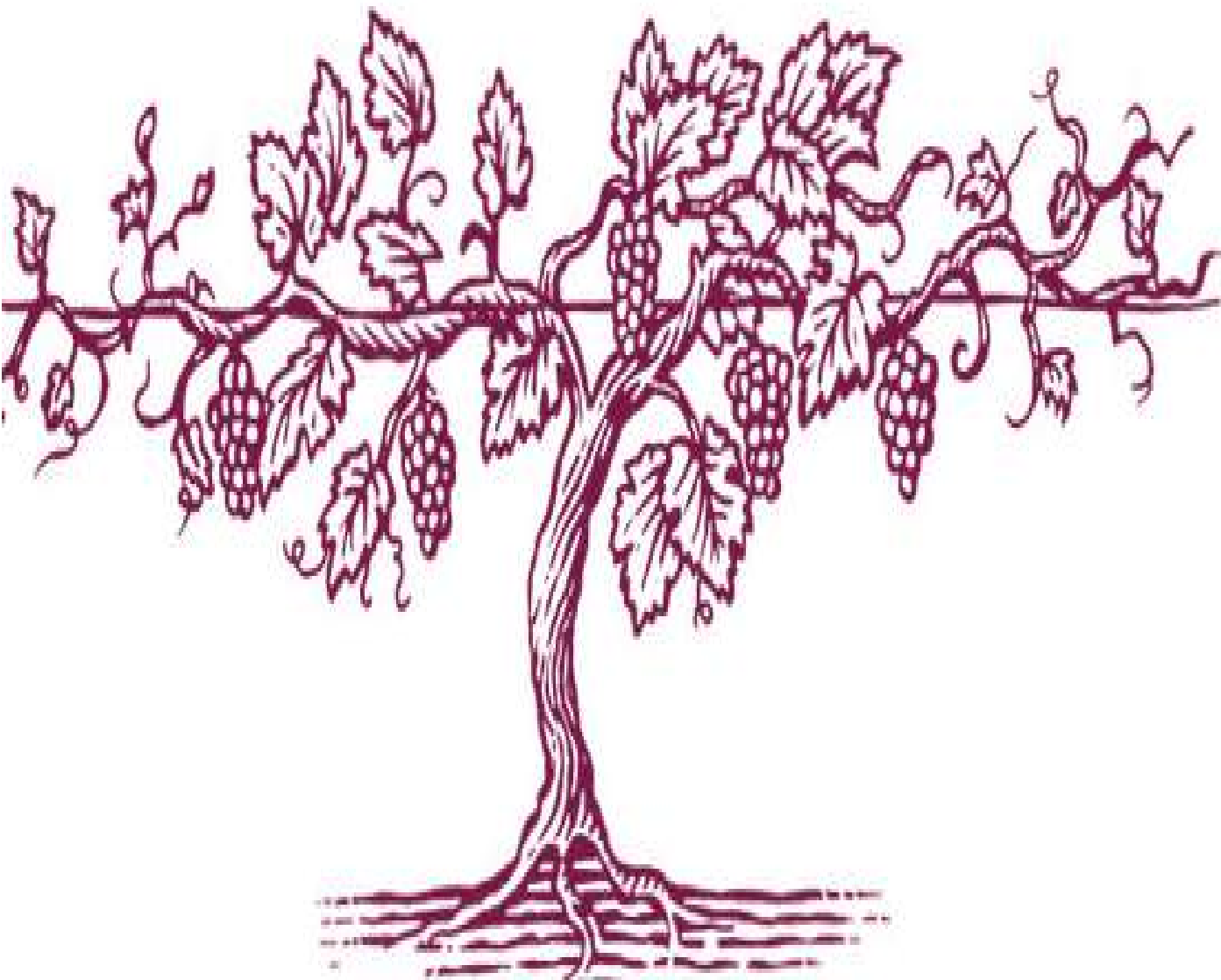
## ■ Issues & Opportunities 33

People & Community	33
Economic Development	51
Agriculture	63
Waterfront	71
Government Services	79
Natural Resources	89
Infrastructure	99

## ■ Building Our Community 109

Implementation	109
Our Tools	110
Priority Action Charts – by Issue Area	110
Priority Action Charts – by Action Type	132
Resources	150
Creating a Project Action Plan	156
Jump Start Plan	158
Future Plan Review	159

*Communities seldom stand still;  
they are continually growing,  
changing, and evolving as places of  
human interchange and capital investment.*





## Introduction

Small towns and rural communities often find themselves in a struggle to overcome the uncertainties caused by an ever changing world economy, loss of local population, and the mounting costs of providing basic services. What is it that allows some small towns and rural communities to survive, succeed, and sustain themselves despite facing these challenges? Milan Wall and Vicki Luther, of the Heartland Center for Leadership Development, studied this issue and have published the *“7 Secrets to Coping with Change in Small Towns”* and *“20 Clues to Rural Community Survival.”*

Obviously, the summary of the “7 Secrets” you are about to read are not “secrets” in the sense that no one else knows about them. However, they do represent a common sense perspective that not every town integrates into its organization; and they are critical for local leadership to consider in times like these.

### **SECRET 1 Positive Attitude**

Conventional wisdom says a small town has to be located within a few miles of a major highway or close to significant natural

*The attitude of people in leadership may be the most important quality of those communities that view change as a challenge to their abilities to innovate and to survive.*

resources or a large city, or be larger than a certain size, or have some other “characteristic of circumstance” to provide any hope for survival. A new up-to date perspective indicates that community attitude is more important than location or size. In thriving small towns, leaders are ready to focus on the community’s assets and willing to take on the challenges associated with community development.

### **SECRET 2 Entrepreneurial Spirit**

Communities that are good at surviving are successful entrepreneurs, in much the same way that surviving businesses are entrepreneurs. In healthy small towns, leaders are willing and creative risk takers, learning from their failures as well as their successes. In these communities, support for maintaining current businesses and developing new ones is evident, and no one believes that simply recruiting industry is the hope for the future.

### **SECRET 3 Bias for Action**

Communities that are coping successfully with change are communities with a bias for action, where citizens don’t just talk about doing something new or trying something different. They are communities of problem solvers, where creative energy is evident in ongoing community programs and new projects. In these communities, leaders are clever enough to pick new projects that have a realistic chance for success, have a significant enough impact to be felt if they succeed, and will not devastate the community if they fail. In viable communities people don’t blame others for their own inaction.

### **SECRET 4 Focus on Controllables**

Communities that are surviving in challenging times are communities that are smart enough to focus on what they can control, rather than worrying about forces outside of their control. They don’t waste time fretting about all the problems that they can’t do anything about or talking only about the forces they really can’t influence. In these communities, leaders are



good not only at exploiting community strengths; they are also realistic about community weaknesses. They are willing to take steps to minimize the negative impacts of these weaknesses on their future survival.

### **SECRET 5 Plan for Development**

Surviving communities are not just "drifting toward an uncertain future;" but rather they are taking deliberate steps to plan for the development of their towns, schools, and businesses. In these communities, leaders understand the importance of engaging in planning as a community, with lots of participation in the development of specific blueprints for action, specifying who does what, when, and what is expected to happen as a result. Leaders need to have a strategy in place that enables them to respond quickly to new opportunities.

### **SECRET 6 Strategic Outlook**

Towns that are coping with change are towns with an obvious strategic outlook on their situation and what they can do about it. They are insightful enough to find opportunities where others may only see threats, and they are clever enough to match those opportunities with their own strengths. Leaders in healthy communities believe that their towns can take charge of their futures through a realistic, yet hopeful perspective... one in which they think of their towns in much the way a business owner thinks of marketing a product or service. A community needs to become aware of its own competitive situation, and it needs to learn to take steps that put its competitive advantages forward.

*Communities must be insightful enough to find opportunities where others see threats... to put their competitive advantages forward.*

### **SECRET 7 Vision for the Future**

A community that tackles change head on and wins is a community that has a vision for the future. It has leaders who are good at helping the community articulate what residents want the community to be like in 5, 10 or even 25 years. As a community, the town coping with change is able to find sufficient consensus to not only articulate the vision, but also to

*“Communities coping with change find ways to take what is unique about them and then translate that uniqueness in to vision.....”*

make it understandable, so that everyone has a chance to support it. Communities coping with change find ways to take what is unique about them and then translate that uniqueness into a vision that encourages and motivates citizens to work harder on their community's behalf.

The “7 Secrets” summarized above provide some basic leadership principles for small towns like Portland to adhere to in order to successfully manage the changes necessary to survive in today’s world. As you have read these, we hope you will relate them to the challenge currently before the community in developing a new Comprehensive Plan for the Town. The principles outlined should set the stage, and the community’s mind set, for the next portion of the comprehensive planning process, which involves the implementation of the shared vision for the future; and planning for the Town’s future growth and development.

## Portland Today

Located on the shores of Lake Erie, nestled midway along the northern edge of Chautauqua County, the Town of Portland (total population 4,827) is largely rural in nature. Portland encompasses the Village of Brocton (population 1,486) and unincorporated lakefront communities that contain both seasonal and year round residences. The Town is approximately 34 square miles and stretches southward to the Chautauqua hills, part of the continental divide that divides the St. Lawrence and Mississippi watersheds.

The Town of Portland was first settled in 1804 with a land purchase made by Captain James Dunn, a Revolutionary War veteran, and was officially created in 1813. Orchards and vineyards were established within Portland in the early 1800s. Deacon Elijah Fay first introduced grapes in 1818. Since that time, the Town has been principally known for its cultivations of grapes and the manufacture of wine, both industries that remain very important to the local and regional economy today.

The Town, while rural in nature, also contains recreational opportunities provided by both the Lake Erie State Park and Chautauqua County's Luensman Overlook Park. The 70- acre overlook park is located in the southern portion of the Town on a glacial ridge and is known for its spectacular views of Lake Erie and the Canadian shoreline.

While Portland is a proud community with a rich heritage, recreational assets and an agricultural base, the Town and its regional neighbors have been struggling economically for several decades. This decline, and other community issues related to the economic decline, have been challenging and have resulted in both the Town and Village deteriorating. Although many local leaders have recognized some of the challenges over the years, the task of addressing these seemed daunting without a clear plan. Today, Portland's leaders, utilizing the process to create this plan, are hoping to spark future development in the Town and Village and begin the road to renewal.

## Planning Process

### Why Plan?

Change is inevitable. Communities seldom stand still; they are continually growing, evolving and changing. Portland is no exception and needs to evolve if it is to grow and survive. The Town of Portland last examined trends affecting the Town, and set goals for the future, in 1967 when the Town's last Comprehensive Plan was completed. Forty-seven years later, many issues envisioned in the existing Comprehensive Plan have either come to pass or are no longer relevant today.

The purpose of Portland undertaking a comprehensive planning process today is to provide an opportunity for the community to take a fresh look at itself and collectively assess where we are; where we want to be in the future; and conceptually how we might get there.

The resulting plan must take into account, and provide for, the

community’s vision for the future; needs; priority issues; goals; and act as a road map for how to achieve them; and as a guidance document for municipal leaders. This will help ensure residents wishes are implemented and the community changes in accordance with the vision.

Therefore, we “plan” because we recognize the need to: identify and agree upon the challenges facing the community; provide a vision for the future; and manage growth and development in a manner that leads to achievement of the community’s goals.

### Legal Basis

This plan is consistent with New York State Municipal Law. New York State Town Law 272-A, grants municipalities the authority to prepare and adopt comprehensive plans. As defined by this law, a comprehensive plan is a document that identifies goals, objectives, principles, and policies for immediate and long-range protection; enhancement, growth and the development of a community. It provides guidance to municipal leaders, government agencies, community organizations, local businesses, and residents, and helps ensure that the community’s present and future needs are met.

### Recent Planning History

While the Town of Portland has not completed a comprehensive planning effort since 1967, it has recognized the need previously. An updated plan was drafted in 2002 but never formally adopted. The current planning effort is the completion of work started in 2010 by grassroots sub-committees centered on specific interest areas: Agriculture, Architectural Preservation, Economic Development, Environmental, Lakefront Development, Public Services, and Recreation. The work completed by these subcommittees forms the starting point for this comprehensive plan.

Portland has also participated in several regional efforts that began to identify goals for the community. The majority of these efforts focused on the Concord Grape Belt Heritage Area and the waterfront area located in the northern portion of the Town.



*Portland has participated in a number of regional planning efforts such as this one.*

In 1998, the Town participated in the Chadwick Bay Local Waterfront Revitalization Program (CLLWRP). The Plan was drafted but never accepted by participants. Today, the ten communities along the Lake Erie shoreline, including the Town of Portland, are once again renewing their efforts to create a regional Local Waterfront Revitalization Plan.

In 2011, the Concord Grape Belt Heritage Management Plan (CGBHMP) was completed for the region between Chautauqua County's Northwestern border and Harbor Creek, Pennsylvania. Portland was an integral partner in the planning process. The CGBHMP contains specific actions for Portland and the region in relationship to this portion of the Town.

### **Public Input**

The Comprehensive Plan is based on community input and the analysis of resources, programs, and other data. A variety of tools were used to gather public opinion throughout the planning process. The process incorporated the knowledge and skills of the Steering Committee; the general public; seasonal residents; farmers; and business owners that participated in focus groups and public workshops.

#### *The process focused on three primary planning process questions:*

1. Where are we today? The Plan is built upon an assessment of current conditions and Portland's strengths, weaknesses, opportunities, and threats.
2. What do we want our community to be? The Plan accomplishes this by establishing a community vision and a set of long-range goals.
3. What can the community do to attain its vision? The Plan offers a comprehensive set of recommended actions that address the issues of concern in Portland.



*Portland Public Workshop – June 2013*

The examination of the community's answers to these questions led to the creation of a series of goals and recommendations that can be implemented through local policy changes; the creation of new programs or the expansion of current programs; organizational changes to the Town's operations; grant requests to fund changes; local regulatory updates; and other alternatives and actions that will guide the Town toward a successful future.

## How to Use the Comprehensive Plan

Since decisions and actions affecting the immediate and long-range protection, enhancement, growth and development of a community are made by local governments; New York State considers the adoption of a comprehensive plan to be a critical means to promote the health, safety and general welfare of the people of Towns and to give consideration to the needs of those people. Therefore, comprehensive plans are the policy foundation upon which New York communities are built.

As such, the State recommends this Plan be reviewed and updated as necessary, every five years, to gauge progress on implementation and perform needed maintenance. A revision of the Plan should include an update to relevant existing conditions; verification of the community's vision and goals; a summary of completed action items and the addition of other relevant steps based on the changing needs of Portland.

Portland's Comprehensive Plan is designed to serve as a long-range (ten to fifteen-year) framework for guiding actions and shaping the Town's future. The goals and strategies contained in the Comprehensive Plan have been designed for regular use to:

- (1) guide public decisions at the Town level;
- (2) coordinate actions at the county, regional, state, and federal

levels;

- (3) provide a basis for local land use laws such as subdivision, site plan review and zoning; and
- (4) provide information for private sector decisions.

These goals are to be used as a foundation for decisions. The following paragraphs detail how various parties involved in decision-making may use the goals and strategies set forth in the Comprehensive Plan.

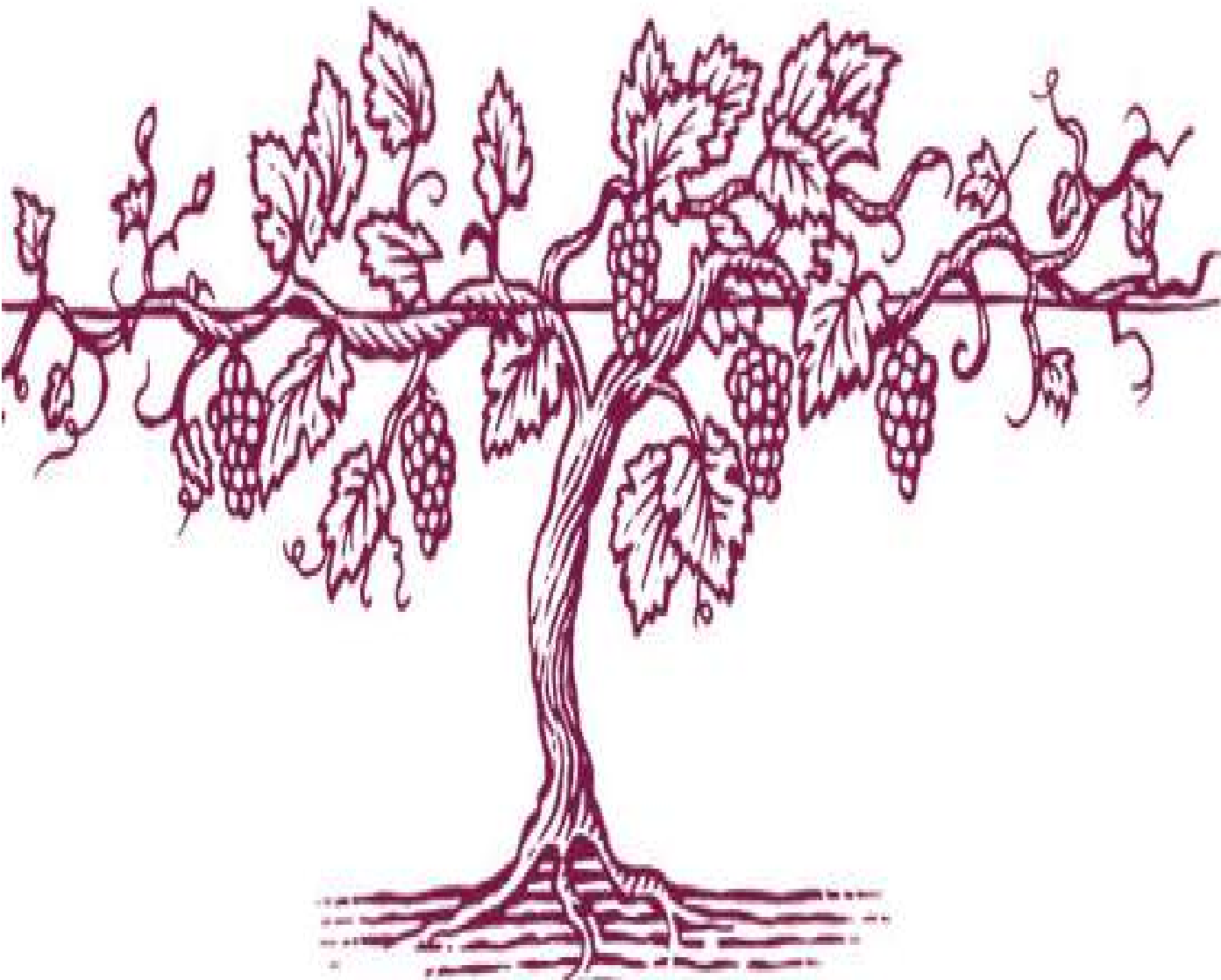
**Boards and Committees** – Before and during their regular meetings, members of appointed boards and committees of the Town should review proposed agenda items in light of the Town’s adopted policies. The Town Planning Board, for example, should review development proposals with regard to how well they match up with the Town’s policies on transportation, housing, community appearance, and so forth.

**Town Board** – In their authority to rezone properties, approve proposed developments, as well as changes in Town facilities and services, the Town Board has the final word on the actions of the Town of Portland government. As such, the Board should consider the goals, strategies and prioritized actions of the Comprehensive Plan when budgeting annually; implementing organizational policies; and when creating or amending local laws.

**Developers** – Developers, property owners, builders, and others involved in the development community should consult the goals and objectives when formulating their own development plans. By making their plans consistent with the Town’s Comprehensive Plan, the chances of development plan approval should increase, thereby saving guesswork, time, and money.

**General Public** – Residents of Portland can and should reference specific Comprehensive Plan goals and strategies, when speaking in favor or in opposition to a particular proposal before the Town Board or other appointed Town boards and committees.

*“Oh Lord we pay the price,  
With the spin of the wheel with the roll of the dice,  
Ah yeah you pay your fare,  
And if you don’t know where you’re going,  
Any road will take you there.”  
George Harrison – Beatles*







## Foundations

### Where is Our Community Today?

Lewis Carroll said “If you don’t know where you are going, any road will get you there.”, which was later turned into the song *Any Road* by George Harrison of the Beatles.

Much like the quote, or the lyrics to the song, people realize that they must know what road they are on, and where they are going, to have a successful journey. Otherwise we can just chose to drift through life without ever truly getting where we want to go. So too with the life of a community.

Before we attempt to answer the question “Where do we want our community to be?”, it is important to assess where we are. The influences of the world around us, and our own condition, certainly can affect which road we chose to travel towards our shared vision.

In an attempt to assess “Where Our Community is Today” the Comprehensive Steering Committee completed a *Community Profile* (available at [www.townofportland.org](http://www.townofportland.org)). This information was utilized to analyze current conditions and identify trends affecting the Town.

FOUNDATIONS



Main Street – Brocton, New York

In addition to the *Community Profile*, the Committee conducted focus groups and undertook a community survey to identify the community's strengths and weaknesses, and gauge community values. The following pages of this document provide key observations from the *Community Profile*; summarize the key strengths and weaknesses; and identify priority areas from the survey process.

## Trends / Key Observations / Influences

### DEMOGRAPHICS

#### Our Population

##### *Trends*

- 1.) Since the first recorded census for the Town in 1820, Portland's population (including the Village of Brocton) grew steadily from 1,162 residents and peaked at 5,502 residents in 2000. This growth was primarily due to growing families, in-migration of residents and later the addition of the Correctional Facility, built in 1989.
  
- 2.) The Town of Portland's population decreased 12.3%, according to the 2010 Census. However, it is important to note that the prison population declined by 446 inmates in 2009 due to the closing of one wing of the facility, accounting for a significant portion of the overall loss of population between 2000 and 2010. When the prison population is removed from the total Town population, the percentage of population loss is reduced to 5.4%. Although this is a similar decrease to many of the towns surrounding Portland, it is greater than the 3.5% decrease for Chautauqua County as a whole.
  
- 3.) Since 2000, the Town of Portland experienced growth in the number of individuals 45 to 65 and over, with the largest growth of 29% in the 55-64 age category. The age groups encompassing ages 5 to 44 years have demonstrated the largest relative losses since the 2000 Census.

4.) When the prison population is removed from the median age calculation, the estimated 2010 median age for the Town of Portland (minus Village data) is adjusted to 38.4, which is similar to the median age for New York State (38.0) but less than the median age for Chautauqua County (40.9).

### *Key Observations*

The reduction in population within the Town of Portland may in part be attributed to natural aging. Every age bracket over the age of 45 increased in size between 2000 and 2010. These age brackets are no longer in the family formation stage, which reduces the average household size; and results in a smaller population.

Out-migration is likely to have also played a role as the Town lost 29 households or 1.8% of its overall households. More than half of this loss occurred in the Village of Brocton, which lost 17 of the reported households.

## HOUSING

### **Our Housing**

#### *Trends*

1.) The 2010 Census indicates that there are a total of 2,124 housing units in the Town of Portland, including the Village of Brocton.

2.) Since 2000, the Town (including the Village data) experienced a net increase of 28 units, which corresponds to a 1.3% increase. During this time period, the Village of Brocton actually lost 14 units (-2.1%) while the number of housing units in the Town increased by 42 units, or 2.9%.

3.) Over the five year period from 2007 through 2011, just 18 new single-family homes were constructed in the Town. Eight of these homes are located in the Lake Erie shore neighborhoods, none were built in the Village of Brocton and the remaining 10



*Upland Home – Portland, New York*



Lake Home – Portland, New York

new builds are located on various roads throughout the Town.

4.) Owner occupied housing units in the Town of Portland numbered 1,237 in 2010, a slight decrease from the 1,295 identified in the 2000 census. These 1,237 units comprise 58.2% of the total housing units in the Town. When comparing numbers from the Village of Brocton to the Town outside the Village, the Village experienced a greater decrease (-9.6%) in the number of owner occupied units versus the Town, which experienced only a 2% decrease.

5.) Renter occupied units in the Village of Brocton made up 33.5% of the total occupied housing units there, while in the Town outside of the Village just 11.5% of total housing units were renter occupied.

6.) The 2010 Census reported 425 mobile home housing units in the Town of Portland, representing 20% of the total number of housing units. This figure is significantly higher than that of nearby Towns such as Westfield (4.8%) or Hanover (13.3%).

7.) The total number of vacant housing units within the Town continues to increase, largely due to growth in the number of seasonal “second homes” seen in the Lake Erie shoreline neighborhoods. Since 1990 the total number of Vacant/Seasonal-use housing in the Town has grown from 264 units to 357 in 2010, an increase of 93 units. These seasonal/vacation homes now represent 16.8% of all housing units in the Town of Portland, significantly more than comparable townships such as Westfield (11.4%) or Hanover (10.8%).

**Key Observations**

Like other rural communities in Chautauqua County, housing in the Town of Portland tends to be primarily detached single-family homes, the majority of which were built prior to 1960.

It is interesting to note that while the Town lost 5.4 % of its



Upland Home – Portland, New York



Upland Home – Portland, New York

population from 2000 to 2010 (with prison population data removed) the total number of housing units increased by 1.3%. This may be explained in part by an aging population and the trend toward smaller household size, and an increase in seasonal units along Lake Erie.

## ECONOMY

### Our Economy

#### *Trends*

1.) The number of manufacturing enterprises in the Town of Portland has been declining for many years. Key manufacturing employers remaining include Jamestown Plastics, which employs approximately 50 people, along with Dunkirk Metal's Econoburn Boilers and Carbon Graphite Materials, each of which has fewer than 10 employees. Don Frame Trucking employs approximately 27 people in the construction season. Cornell Lake Erie Research & Extension Lab (CLEREL) employs 14 people full-time along with visiting researchers.

2.) The Town of Portland and the Village of Brocton each have a small commercial center. Brocton's village center includes two eating establishments, a self-service laundry, convenience store, auto repair shop, and other small retail storefronts, professional offices, and services. Portland's town center, located further west along Route 20, and referred to as West Portland, has a used car dealership and a small variety of small businesses.

3.) Portland's estimated rate of residents in the labor force is 49.1% compared with 60.4% in Chautauqua County and 63.7% in New York State. This may be explained by the growing population that identifies themselves as retired and Portland's high poverty rate.

4.) Portland residents are more likely to work in manufacturing, construction, and transportation/ warehousing than are other County residents. Greater differences are seen when comparing Portland's residents with New York State as a whole, in particu-



*Jamestown Plastics – Brocton, New York*



*Green Arch Restaurant – Brocton, New York*

lar in regards to manufacturing jobs, where 19.7% of Portland residents are employed, compared with the 17.2% of County residents and just 7.2% of New York State residents.

### *Key Observations*

Reasons for Portland's lower rate of labor force participation compared with Chautauqua County may be attributed in part to the inclusion of the prison population in the estimates. Additionally, a significantly higher percentage of Portland households receive retirement income (27.8%) compared with those in Chautauqua County (21%) and New York State (17.6%), which may account in part for the lower rate of labor force participation. (*American Community Survey 5 Year Estimates, 2006-2010.*)



*Antique Shop – Brocton New York*

The Town's median household income in 2010 was \$39,325, showing little growth from the adjusted 2000 median income. This figure is just below median household income in Chautauqua County (\$40,639) but significantly below that of the State and the Nation (\$55,603 & \$51,914). This is a trend that has existed in Chautauqua County for decades as the regional economy has often lagged behind national economic recoveries.

The percentage of people below poverty level increased to almost 15% in 2010 from 11% in 2000, somewhat similar to percentages reported in the county, state and nation. The greatest increase in poverty rates can be seen in the category of single female households with children, who made up 33% of those living in poverty in 2000 and 48.3% in 2010. In addition, the Brocton Central School District reports that for the 2010/2011 school year 62% of students were eligible for the reduced or free lunch program, one of the higher rates in Chautauqua County.



*Storefront – Brocton, New York*

Perhaps not surprising considering Portland's location amidst grape fields, a higher percentage (6.1%) of Portland residents are employed in the category which includes Agriculture, forestry, fishing & hunting, and mining than are residents of either Chautauqua County (2.7%) or New York State (0.6%).

## LAND USE

### Our Lands

#### *Trends*

1.) According to the 2011 Real Property Tax Data, the Town of Portland contains 21,131 acres, including the Village of Brocton. Residential land use constitutes the highest percentage of land use for the Town at 35.9% and occupies 7,583 total acres.

2.) Other significant uses include over 6000 acres in agriculture (more than 2,600 in grape production) and over 5000 acres of vacant land.

3.) The Town of Portland is generally, and accurately, described as a rural area. Fifty-three percent of the Town's total acreage is classified as agricultural (6073 acres) or vacant land (5,130 acres). Routes 5 and 20 are the busiest roads in the Town and on some stretches are flanked by vineyards, adding to the impression of a rural farming community. Grape farms do, in fact, account for close to half the Town's land classified as agricultural use, with dairy farms, vegetable, fruit, and feed-crop growers making up the rest. The rural setting, wide-open views, small-town feel are considered by many residents as assets to the Town.

#### *Key Observations*

The main concentration of residential property is seen in the Village. The remaining residential development has been concentrated along the major highways (Routes 5 and 20), near the Lake Erie shoreline or scattered along local roads on larger rural lots.

As stated above, the remaining lands are primarily agricultural or vacant. While growth as a bedroom community will continue to be part of Portland's future, and should be encouraged in appropriate areas, it should not be allowed to impact upon the most valuable agricultural lands as this industry continues to be a strong portion of the Town's economy and rural character.



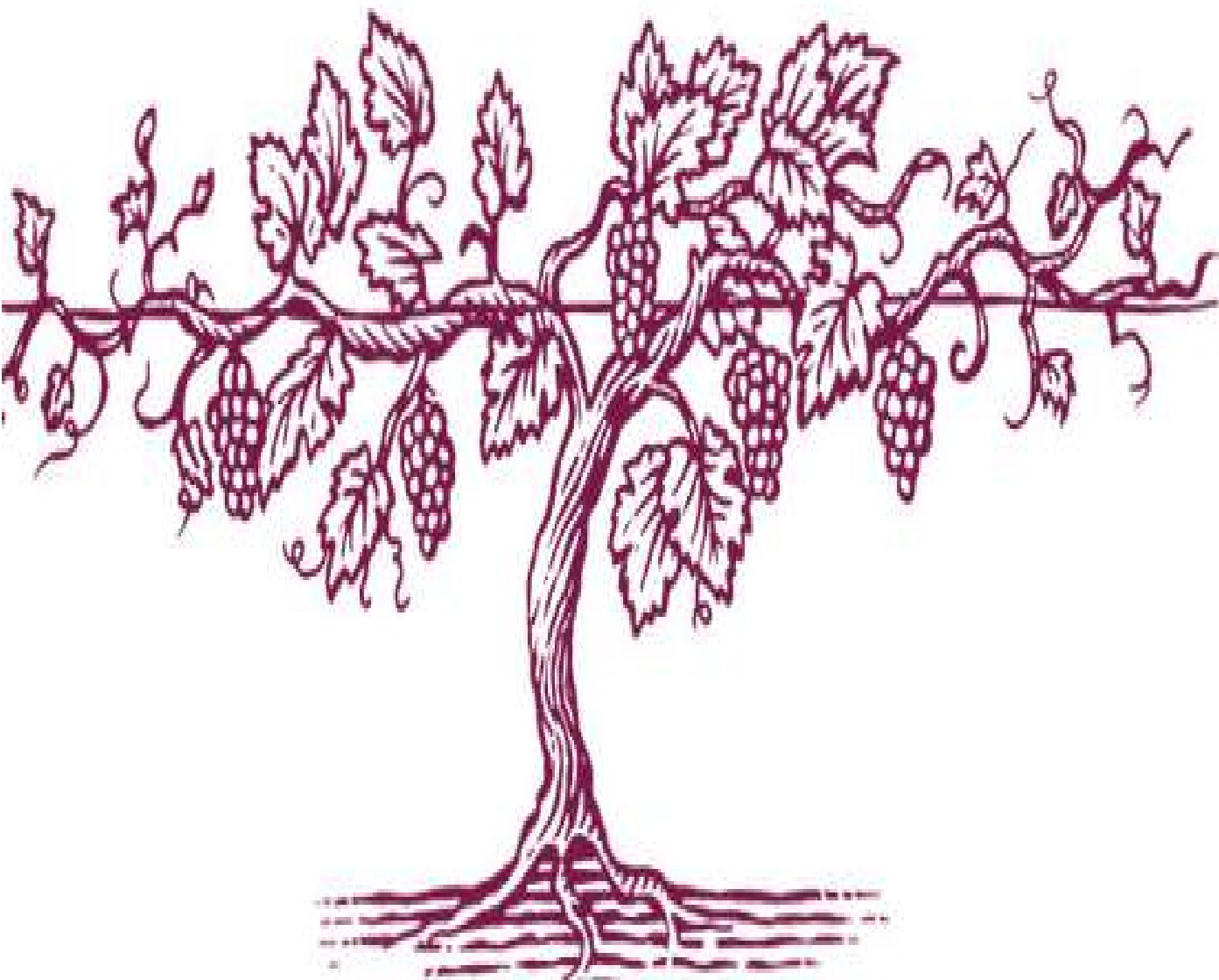
*Field Crop Preparation – Portland, New York*



*Amish Farm – Portland, New York*

*“The first step toward creating an improved future  
is developing the ability to envision it.”*

*Tony Dungy – NFL Coach & Author*







## Our Vision

The progress of the world has always begun with dreams.

“The first step toward creating an improved future is developing the ability to envision it.” states NFL Coach and author Tony Dungy. The community vision statement offers a common framework for action and focus to guide Portland’s decision makers as they move towards the improved future envisioned by residents. The vision helps define how the Town will get there; and how it will use its limited resources. Once an appropriate and achievable vision has been agreed upon, the Town’s leadership and residents can work together toward a set of widely shared goals. The time frame for accomplishing the Town’s vision can take many years, so it is essential to review and update the vision as necessary.

Visioning has been a fun and exciting process where participants gave ideas and made suggestions which were then used to create the Town’s vision statement. Talking, thinking, sharing and discussing ideas amongst Steering Committee members, and focus group participants, provided the basis to create the Town of Portland’s vision statement. The vision statement, which was created through this community process,

OUR VISION

is the key starting point from which to:

- **Develop a Town wide plan to move Portland forward into the future and to meet the challenges of today and tomorrow.**
- **Set priorities for Portland based on our most broadly held and shared values.**
- **Build upon the best creative ideas from throughout the community.**
- **And, to turn the community's shared dreams into reality.**



These broad held common goals, along with input from the citizens of Portland, have lead us to the following vision statement for our community:

*Our future vision of the Town of Portland is a community....*

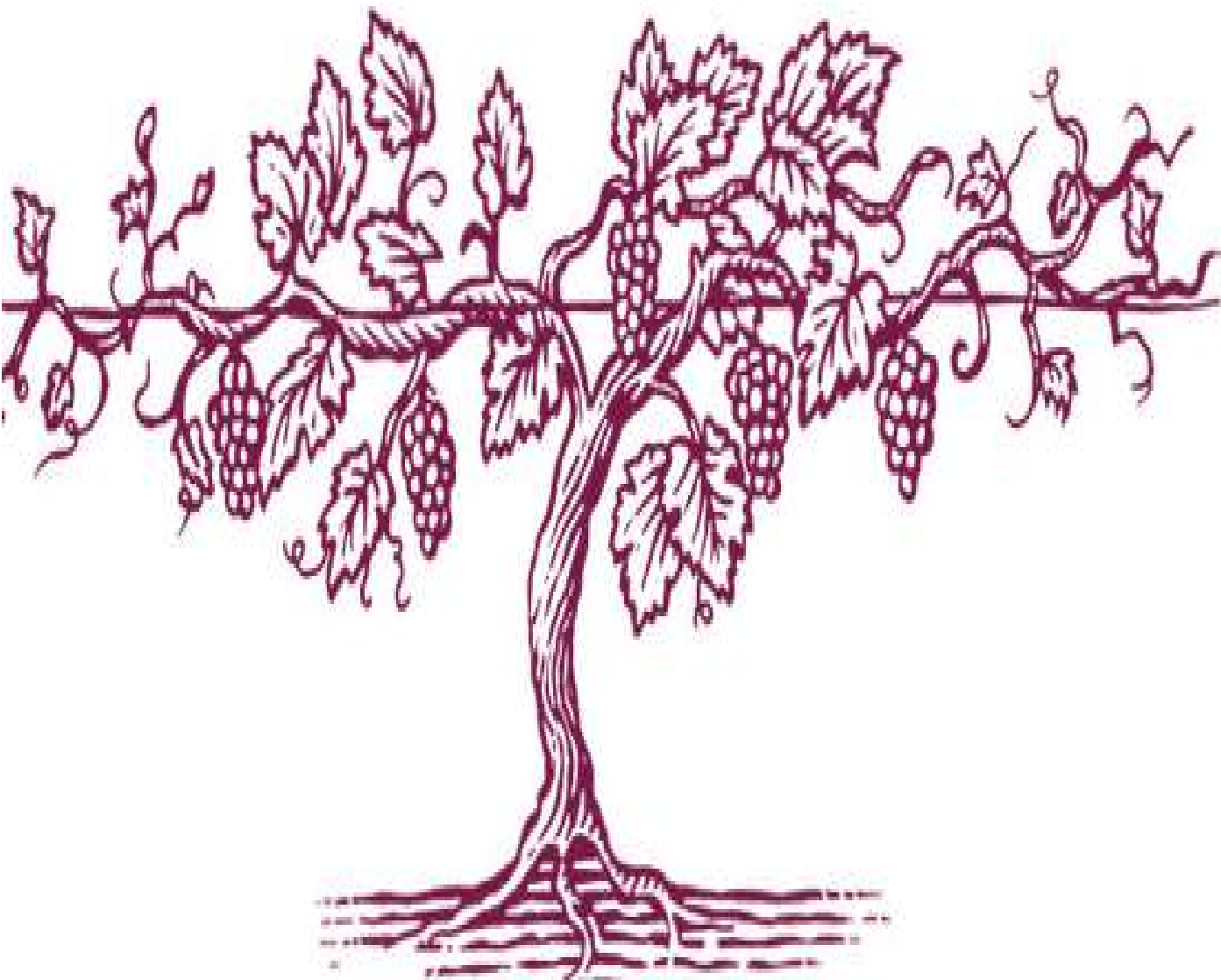
- *That maintains its small town rural character and is known as "home" in a quiet, scenic setting.*
- *Known to be friendly where we support our neighbors and encourage new residents.*
- *That has revitalized its main street into an attractive, vibrant downtown center that provides goods, services and jobs for the surrounding community.*
- *With a thriving tourism and agri-business economy which builds upon a rich agricultural heritage and a variety of recreational opportunities provided by Lake Erie, wineries, spacious parks and extensive trails.*
- *Where residents work together to explore opportunities to improve services and lower the costs of living.*

*“Your goals are the road maps that guide you and show you what is possible in life.”*

*Les Brown – Motivational Speaker*

*“The great danger for most of us lies not in setting our aim too high and falling short; but in setting our aim too low and hitting our mark.”*

*Michelangelo – Artist*





## Goals

### What Do We Want to Be?

Portland's vision describes a future condition for the Town as we would like to see it. The vision serves as the foundation for the community goals, strategies and actions listed on the upcoming pages of this document.

The community's goals, derived from the vision, stand as broad policy statements to provide guidance for decisions and actions today and in the future. Strategies and actions, which are linked to each goal, are a specific to-do-list of items that could be done in support of the vision and goals.

The community goals were identified and developed through data analysis, focus group interviews, input at public meetings, work with the Steering Committee and input from the Community Survey.

The information collected was categorized into key issue areas. The resulting community goals are organized into seven main issue or opportunity areas, each of which covers an important topic or issue to the Town.

The plan is organized around these central themes because they were determined to be important issues impacting the quality of life in Portland and Brocton.

The seven main issue areas of the Portland Comprehensive Plan are:

- Part 1 – People and Community
- Part 2 – Economic Development
- Part 3 – Agriculture
- Part 4 – Waterfront
- Part 5 – Government Services
- Part 6 – Natural Resources
- Part 7 – Infrastructure

Each of the seven topic areas was assigned specific community goals. The following is a list of specific community goals by topic area:

### **Community and People:**

*Goal C1: Promote Portland as a bedroom community to attract new residents.*

*Goal C2: Maintain or improve the small-town friendly quality of life.*

*Goal C3: Promote interaction of lakefront residents with “town” residents.*

*Goal C4: Acknowledge and support the Amish community.*

*Goal C5: Support the needs of a growing senior population.*

*Goal C6: Promote the preservation of key historic structures in Town.*

### **Economic Development:**

*Goal E1: Revitalize downtown and the Route 20 Corridor.*

*Goal E2: Promote job creation through small business development.*

*“Promote Portland as a bedroom community to attract new residents.”*

*Goal E3: Diversify and strengthen the economic base of the community.*

*Goal E4: Develop a thriving tourism industry that builds upon agri-business and recreational opportunities.*

### **Agriculture:**

*Goal A1: Preserve, protect and encourage agriculture in the Town of Portland.*

*Goal A2: Preserve the prime agricultural soils and the water and air quality necessary for the Town's agricultural base to survive and thrive.*

*"Preserve, protect and encourage agriculture in the Town of Portland."*

### **Waterfront:**

*Goal W1: Preserve and enhance the character of Lake Erie lakefront in the Town of Portland.*

*Goal W2: Enhance recreational lands along the lakefront and improve public lake access for recreational activities such as boating, fishing, and swimming.*

### **Government Services:**

*Goal G1: Maintain and promote efficiency in government.*

*Goal G2: Continue to explore and implement opportunities to consolidate or share government services.*

*Goal G3: Provide consistent and efficient code enforcement.*

*Goal G4: Ensure that Town citizens are adequately served with public services.*

*Goal G5: Address concerns with property assessments.*

*Goal G6: Update municipal zoning code to reflect community development priorities.*

*“Promote and preserve the natural beauty of the landscape for residents and visitors.”*

### **Natural Resources:**

*Goal N1: Promote and preserve the natural beauty of the landscape for residents and visitors.*

*Goal N2: Enhance and preserve the key scenic views within the Town.*

*Goal N3: Protect the environmental resources of the Town.*

*Goal N4: Preserve open space.*

*Goal N5: Encourage the use of green energy.*

### **Infrastructure:**

*Goal I1: Extend infrastructure to unserved areas where financially viable- (Water, Sewer, Cable TV service, high speed internet.)*

*Goal I2: Enhance recreational opportunities in the Town of Portland.*

*Goal I3: Maintain and ensure quality roadways to provide citizens a safe and efficient transportation system.*

*Goal I4: Maintain and promote low cost electric to encourage business growth.*

### **Tier System**

#### *Strategies and Action Priorities*

Each of the seven main issue or opportunity areas that the community goals are organized around identifies a series of strategies/actions that, when implemented, will improve the quality of life in the Town relative to that area’s topic.

Throughout the planning process many ideas for improving the community were discussed. Each idea is important and like a puzzle piece, will contribute more when combined with other pieces. The project’s Steering Committee was tasked to prioritize these projects in order to provide a logical and practical direction for the Town’s implementation of the Comprehensive Plan.



*Water Tower – Portland, New York*



The results of this prioritization effort are reflected in the organization of each of the seven issue areas in the subsequent chapters of this document. Each goal associated with an issue area will have up to three Tiers associated with it. These Tiers are based upon an action's importance; the effort required; the funding required; and the time needed to complete the suggested task.

The following descriptions of the Tiers are provided to assist the reader in understanding the process utilized:

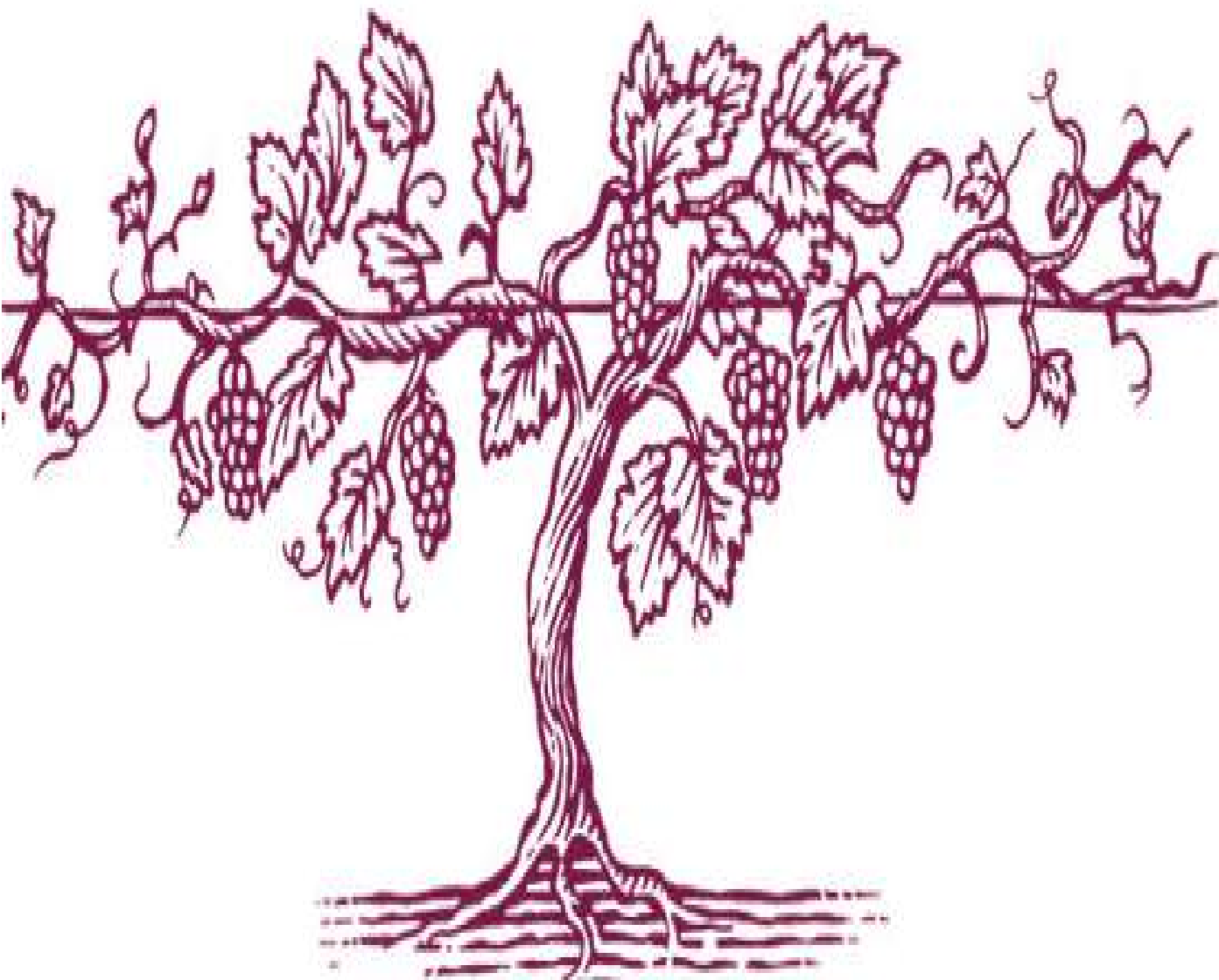
- ***Tier 1 - Immediate Priority Projects.*** The first tier focuses on the actions that the Town believes are the most important and are reasonably achievable in a short time period following adoption of the Comprehensive Plan. The Town is committed to begin implementation of these projects as soon as possible. In fact, some of the strategies may be initiated and a few completed while the Comprehensive Plan is in the process of adoption. In order to assist in quick implementation, the Comprehensive Plan includes the most detail and guidance for the projects in Tier 1. Implementation of these projects will provide positive change in the Town and build momentum for realizing other improvements.
- ***Tier 2 - Secondary Priority Projects.*** The second tier includes a discussion of other important ideas that could be undertaken in the future to further improve the Town.
- ***Tier 3 - Other Important Projects.*** The third tier includes a series of additional project ideas that would help enhance the communities but are not currently priorities in the Town. These priorities might change if a project gains community support or if funding becomes available.

*Our goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other route to success.*

*Stephen A. Brennan –Author*

*Without goals, and plans to reach them, you are like a ship that has set sail with no destination.*

*Fitzhugh Dodson – Psychologist & Author*





## People & Community

Portland is a beautiful town with much to offer. It enjoys an enviable location along Lake Erie, not far from the college community of Fredonia or the cities of Dunkirk or Jamestown. Major State routes conveniently connect Portland to its neighbors and beyond. The Town is blessed with gorgeous scenery in any direction, from the Lake to the vineyards to the wooded hillsides, and has a rich history rooted in agriculture. A place, however, is nothing without people, and time after time community members identified the quality of the people here as one of the things they enjoy most about their Town.

A successful future for the Town of Portland must involve building upon the sense of community and quality of life that exists in the Town. This includes taking advantage of and preserving its physical attributes while allowing the Town to grow. It involves re-energizing current residents around efforts to take more pride and become more involved in their community. Finally, a successful future for Portland involves welcoming a growing number of second homeowners, Amish, and other new residents, and engaging them as well in creating a community they are proud to call “home” and that will encourage others to make Portland home as well.

**PEOPLE AND COMMUNITY STRATEGIES & ACTIONS****Goal C1: Promote Portland as a bedroom community to attract new residents.**

**Community Vision: A friendly community that supports our neighbors and encourages new residents.**



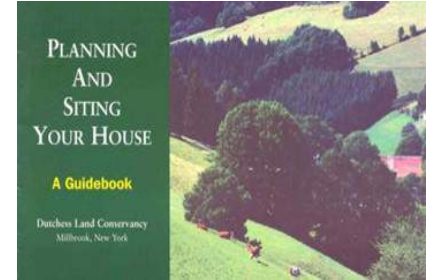
*Lake Home – Portland, New York*

As many have already discovered, the Town of Portland offers a convenient location to those looking for a quiet and scenic place to live while commuting to employment, working from home, or enjoying retirement. With trends of household size and total population of the Town decreasing while the current population ages, attracting new residents is critical to the long-term future of Portland. The community's residents support building on Portland's existing bedroom community status. Focusing efforts on this goal promotes quality of life for current residents as well as new arrivals. Housing development boosts the tax base of the Town while bringing in more people to support the types of small local businesses that enhance the community, provide additional jobs, and add further to the Town's tax base.

**Tier I Strategy:****C1A. Review and update zoning laws to support development of the Town as an attractive place to live.**

The community focus groups, comprehensive plan committees, and results of the public survey identified a strong appreciation for the scenic nature of the town, the wide open spaces, and the quiet and peaceful setting. At the same time, townspeople consistently expressed concern over the deteriorating condition of some properties throughout the Town. One or two properties in disrepair can lower neighboring property values and discourage new development, leading to a cycle of disinvestment. It is in the Town's best interest to address these concerns through zoning regulations and code enforcement, and also to provide for the type of zoning and siting guidelines that help to maintain the scenic rural nature of the Town.

- ⇒ **Action:** Adopt a set of rural siting guidelines with suggestions and pictures.
- ⇒ **Action:** Develop zoning laws to regulate density in order to protect open space and the rural nature of the community.
- ⇒ **Action:** Pass a property maintenance law that requires property owners to adhere to reasonable standards for items including but not limited to: junk cars, trash or other debris, elimination of standing water sources, exterior finish and structural integrity of buildings.



*Dutchess County, New York –  
Siting Guidelines*

### **Tier II Strategies:**

#### **C1B. Encourage local entrepreneurial development of retail, restaurants, small businesses, and services appropriate to the size and rural nature of the community.**

A town the size of Portland is well-suited to smaller-scale retail, restaurant and services that meet the needs of people in the town and those touring the region. More dining options and small retail operations were identified by focus groups and survey respondents as amenities that were lacking in the Town. Portland can support development of such businesses by identifying where these operations make sense, and ensuring that those uses are allowed in order to streamline the permit process for potential business owners.

- ⇒ **Action:** Ensure uses of appropriate size and type are allowed in districts where this development is desired.

**Community Vision:** A community that maintains its small town rural character and is known as "home" in a quiet, scenic setting.

**C1C. Encourage and guide development of new housing to areas near existing residential clusters and infrastructure in a way that will capitalize on Portland's assets while protecting the integrity of agricultural land and the rural nature of the Town.**



*Local Beauty Salon, Village of Brocton*



Homes in a development in Asheville, NC, are designed to maximize views and open space.

Portland's lakefront, scenic views, forests, and open fields are important to the Town's residents and an attraction for visitors and potential new residents as well. Allowing single-family homes to be built in the middle of large lots or fields will eventually degrade much of what people appreciate about their Town. In addition, providing infrastructure such as roads, water, or sewer to such properties can prove costly to the Town and its taxpayers. The Town may elect to guide where development occurs through its zoning code, utilizing Smart Growth principles to preserve what attracts residential development in the first place, while still allowing that development to occur. Smart Growth principles include building near existing infrastructure, preserving open space, and developing a range of housing options in closer proximity to promote cost-effective development while preserving the scenic rural nature of the Town.

- ⇒ **Action:** Adopt viewshed protection measures including height, landscaping, siting, or other elements for zoning and site plan review.
- ⇒ **Action:** Amend zoning code to preserve open spaces in the Town.
- ⇒ **Action:** Encourage development to occur near existing infrastructure to minimize cost to taxpayers.
- ⇒ **Action:** Promote clustering of home sites in agricultural areas to maintain farmland and open spaces.

#### **C1D. Develop a marketing or branding strategy to inform potential residents about the benefits of locating in the Town of Portland.**

Identifying and marketing what is unique about Portland opens the door to visitors discovering the many advantages of the community. Roger Brooks of Destination Development describes this approach to communities looking for a marketing strategy as "finding your most feasible focus. One that will empower local champions, give you a return on your investment, and set you apart from everyone else." ([www.rogerbrooksinternational.com/community-branding-marketing-programs/](http://www.rogerbrooksinternational.com/community-branding-marketing-programs/))

*"...finding your most feasible focus. One that will... set you apart from everyone else."*

*- Roger Brooks, Destination Development*

- ⇒ **Action:** Create a brochure, web page, and video clip promoting the Town of Portland.
- ⇒ **Action:** Work with the realtor community to identify how to promote the Town to potential buyers/developers.

**C1E. Invest in additional community amenities such as sidewalks, lighting, and other features that are attractive to current and potential residents, building upon such features as the current flags, plantings, and Arch.**

Community appearance was an oft-repeated concern of residents throughout this comprehensive planning process, and almost 60% of the community responded that they did not feel there is a strong sense of pride in Portland. Smaller scale investments such as plantings, flags, and decorative lighting send a message that the community cares about itself and puts its best foot forward for residents and visitors. A downtown with empty buildings and empty sidewalks looks dead. The same downtown with well-placed amenities tells people “We care, and have expectations for our future.” The Town and the Village both have sidewalks along their Main Street and while sidewalks are a more costly amenity, they are important for both safety and aesthetic purposes. Good sidewalks encourage the community to get out and walk, thereby increasing the sense of vibrancy, keeping more “eyes on the street” and improving community health.

- ⇒ **Action:** Work with property owners on a joint sidewalk replacement program to bring down the cost of installation of new sidewalk
- ⇒ **Action:** Engage the Master Gardener program at Cornell Cooperative Extension to assist with a flower planting program.
- ⇒ **Action:** Encourage community groups to raise funds to match for investment in streetscape amenities.



*Example: Sacket Harbor's web page includes links to short videos highlighting what their Town has to offer.*



*Streetscape improvements in nearby Mayville, New York*

## Goal C2: Maintain or improve the small-town friendly quality of life.

**Community Vision:** A community where residents and the Town work together to deliver high-quality services in an efficient manner, affording a high quality of life at a reasonable cost.



Bicentennial Parade – 2013

The community's overall satisfaction with Portland as a place to live remains strong, with great appreciation for the quality of the people here, the sense of community, the location, and the quiet and safe environment. Despite this, almost one-third of survey respondents felt that the Town is a less desirable place to live now than it was five years ago. Threats to the quality of life in a small-town are not unique to Portland. They include an aging and declining population, loss of small businesses, property maintenance issues, decline in public involvement, and lack of funding for improving the infrastructure and appearance of the Town. Portland is, however, blessed with many strengths, including energetic people and community-minded churches, school, and social organizations that care deeply about the Town.

### Tier I Strategies:

**C2A. Support existing, and develop new, community-building activities which improve appearance of the Town and promote community interaction.**



Bicentennial Parade – 2013

With a huge bicentennial celebration completed in 2013, a successful community-wide effort to revitalize the Brocton Arch, and regularly scheduled annual events like the Town Picnic, Portland and Brocton have plenty of experience in planning events which bring the community together. Building upon this experience with the goal of improving the appearance of the Town provides opportunities to mobilize more of the community around some common goals. Many of the actions involve supporting and expanding the efforts of residents and organizations that already make a positive contribution to the Town, and encouraging others to do the same.

⇒ **Action:** Arrange for a once or twice per year collection of larger household items, electronics recycling, etc.



- ⇒ **Action:** Expand on the annual community clean-up day to include other areas of the Town, with assistance from the Town equipment and crews, volunteer organizations, and youth groups.
- ⇒ **Action:** Promote beautification efforts throughout the community by publicly recognizing citizen and commercial gardens and landscaping efforts.
- ⇒ **Action:** Hold community walks with themes around the area's history.
- ⇒ **Action:** Encourage home improvement projects with certificates of recognition awarded by the Town Board/Village Board.
- ⇒ **Action:** Consider home improvement incentives to clusters of property owners for maximum impact and neighborhood development.



Garden Beautification Program –  
Jamestown, New York

## C2B. Increase resident engagement in Town happenings and Town government

In public meetings and in the Comprehensive Plan survey responses, residents expressed appreciation for the work of Town employees, but dissatisfaction with some aspects of Town government functions. Residents can't be engaged if they don't know or understand what the issues are and what is going on in the Town, and it is no longer the case that everyone gets the local newspaper. Allowing residents to receive email alerts of Town meeting notices, agendas, schedule changes, and other updates, as well as maintaining that information on the Town website will help residents to stay informed. Town newsletters are another way to keep residents informed, and need not be fancy to be effective.

- ⇒ **Action:** Create a quarterly or bi-annual town newsletter to be distributed electronically or with existing mailings.
- ⇒ **Action:** Encourage citizens to automatically receive electronic copies of meeting agendas, information bulletins, and emergency notices by entering their e-mail address on the Town's website.



Examples of Town Newsletters are easy to find, and can be produced and distributed inexpensively.



*Neighborhood and farm watch programs bring community members together while adding a measure of safety.*

### **C2C. Ensure that the Town remains a safe place for families.**

Town of Portland residents cited “lack of crime” as the second most important factor in making the Town a desirable place to live. Having a quiet and safe environment was rated one of the top three reasons people enjoy living in the Town. Focus group responses, however revealed some concern that crime may be increasing in the Town. Law enforcement in Portland is provided by the County Sheriff’s Department and, to a lesser extent, New York State Police. Coverage provided by the Sheriff’s Department can be increased if deemed necessary through an agreement to pay for the extra coverage, but residents might also consider low-cost or no-cost crime prevention strategies that may be feasible for the Town, such as formal neighborhood watch or farm watch programs.

- ⇒ **Action:** Consider joining with Brocton for enhanced Sheriff’s services throughout the Town.
- ⇒ **Action:** Work with Sheriff’s Department to provide a neighborhood watch/farm watch training for interested residents.

### **Tier II Strategies:**

#### **C2D. Continue to support existing Town and Village events such as concerts and festivals while pursuing opportunities for new events.**

Summer gazebo concerts and other events in the Town of Portland bring residents out of their homes and add to the quality of life in the community. Portland has some very unique assets and could leverage these to develop new opportunities to bring visitors to the Town. While no single event will change the fortunes of the Town, events provide reason for those touring the region or living in nearby communities to visit Portland and are fun for local residents. Community members have made suggestions for unique events throughout the comprehensive planning process, including Pullman history, a Marmaduke-inspired comics fest, fitness challenges taking advantage of the parks and elevation changes with athletic competitions, night-sky viewing or other moonlight events, and cemetery – based history tours.

⇒ **Action:** Consider supporting new events by providing liability insurance to event organizers as a rider to the Town's plan.

### **C2E. Maintain and support a range of recreational options for residents of all ages.**

Recreation offerings in a small community, such as playgrounds, ball leagues, and summer recreation programs are often focused on youth. Adults, however, benefit from recreational outlets as much as children. Communities with aging populations and smaller families can respond to the need for multi-age recreational options in many ways: by adding adult exercise equipment to parks, collaborating with community partners to offer free fitness classes in parks, developing walking paths or walking programs, and planning for leagues that are not exclusively for children. Shared use agreements such as those currently in place with Brocton School for community use of their pool and fitness facilities are an efficient and effective way to offer recreational facilities to the community.

⇒ **Action:** Maintain formal shared use agreements with the Brocton School District for use of their recreational facilities.

⇒ **Action:** Explore offering "Fitness in the Park" classes modeled after those underway in the City of Jamestown and Village of Lakewood.

⇒ **Action:** Seek resources to offer short-term community walking incentive programs.

### **C2F: Improve and expand opportunities for youth activities.**

Decreasing household size and the decline in population of younger age groups both point to the need for the Town to encourage families to locate to the Town. "Lack of activities for youth" was moderately ranked by survey respondents as a key issue facing Portland, however, it was frequently mentioned as a concern in the open survey comments and in the focus groups. Residents want Portland to continue to be a good place to raise a family.

⇒ **Action:** Develop a Town Youth Board or expand on existing summer youth recreation committee.



*Adult Fitness Playground – Mayville, New York*



*Jamestown, NY has expanded park offerings to include fitness classes.*

⇒ **Action:** Ensure that upgrades to Town Park offer amenities of interest to a variety of ages, interests, and abilities.

### Goal C3: Promote interaction of lakefront residents with “town” residents.



*Van Buren Point is the largest of the Lake-area communities in the Town of Portland.*

Any community with seasonal residents, tourists, or college students faces the challenge of an insider/outsider mentality amongst year round residents and the shorter-term population. Based upon comments received from both seasonal and year-round residents, the Town of Portland is no exception. Seasonal residents tend to interact more with each other, facilitated by the fact that they often live in separate communities within the Town, primarily the Lakefront area. There also appears to be somewhat of a divide in Portland between permanent year-round Lakefront area residents and the rest of the Town. Lake-area residents report rarely traveling toward the Village of Brocton, instead doing business in Dunkirk and Fredonia. Higher value properties along the Lakefront and the corresponding taxes on those properties have made Lake-area residents understandably sensitive to issues around property assessments. The challenge facing the Town becomes one of how to best meet the needs of all property owners, regardless of where they live or how much time they spend at their Portland residence, and to create an atmosphere of inclusion that helps to increase social cohesion.

#### Tier I Strategies:

**C3A. Establish a Town e-news and listserv for year-round communication to keep both seasonal and year-round residents connected with Town happenings.**

Seasonal residents may find it difficult to stay abreast of what is happening in the Town throughout the year, and the recommendation for a newsletter to encourage resident engagement would be helpful in keeping seasonal residents informed of Town events as well. Additionally, a listserv similar to the “Grapevine,” which was set up by and for residents of Chautauqua Institution, can help to foster interaction between seasonal and year-round residents by providing a forum to announce



*The Chautauqua Grapevine helps to keep seasonal and year-round residents informed.*

local happenings and to get local information.

- ⇒ **Action:** Identify a community volunteer with ties to the seasonal community to coordinate a listserv for interested residents.

### **C3B. Encourage participation of seasonal residents in annual Town events and Town governance.**

Based on the community survey responses, seasonal residents share the same concerns as year-round residents on most issues facing the Town. At the same time, focus group interviews revealed a sense of disconnect between the “lakefront” residents, many of whom are seasonal, and other residents of the Town. While it can be challenging to get property owners who are in Portland only part of the year or weekends involved in the Town, Portland stands to benefit from their ideas and energy. Seasonal residents stand to gain a better sense of connection to the community, and a better understanding of issues facing the Town.

- ⇒ **Action:** Hold at least one Town Board meeting per year in a lake-area location such as Van Buren’s community center or Lake Erie State Park.
- ⇒ **Action:** Specifically invite participation from lake-area residents on planning committees for Town events.

### **C3C. Promote a unified Town identity.**

Throughout the public input process of meetings, focus groups, and the community survey, residents of the Town expressed that the quality of the people and sense of community are the strong points of the Town and one of the top reasons they enjoy living here. Sense of community, however, did not seem to translate to a sense of identity with the Town. People naturally identify with living in Brocton, or the hamlet of Portland, or Van Buren. While this is to be expected, residents should be able to identify themselves as part of the Town of Portland.

- ⇒ **Action:** Design and install gateway signage for both key entrance points and for various neighborhoods or parts of town, incorporating a Town logo.



*Van Buren's Community Center.*

*“People naturally identify with living in Brocton, or the hamlet of Portland, or Van Buren. While this is to be expected, residents should be able to identify themselves as part of the Town of Portland.”*



*Amish Schoolhouse*

## **Goal C4: Acknowledge and support the Amish community.**

Portland's Amish community is currently concentrated in the southeastern part of the Town; the area east of Luensman Overlook Park has many Amish farms and schoolhouses. The Amish population appears to be fairly stable at this time, and includes not only farms but several small business enterprises. The presence of Amish adds to the sense of Portland as an agricultural community with small-town and rural character, and helps to keep farmland in production. The Town can only benefit from welcoming Amish neighbors and support their presence in the community.

### **Tier I Strategies:**

#### **C4A. Communicate regularly with Amish communities.**

Portland's Amish have typically only involved themselves with Town Government when necessary for items or issues like Variances and Special Use permits. In most respects, the Amish govern themselves through their church districts, but it may be helpful for key Town employees or elected or appointed board members to establish a relationship with Amish community leaders in order to foster better understanding of how the Town may support the Amish community, and vice-versa.

⇒ **Action:** Meet quarterly with Amish Elders to discuss their concerns and inform them of community issues.

#### **C4B. Consider modifying uses allowed to accommodate Amish practices.**

Amish lifestyles and Amish businesses often have practical needs that require flexibility in application of zoning regulations. For example, Amish generally operate their businesses out of their own homes and farms, minimizing the need for travel and allowing them to serve the needs of their own community members. Modifying uses to accommodate needs of the Amish helps to support this growing segment of the Town's population.

⇒ **Action:** Review zoning to ensure cottage industries and agricultural pursuits are allowed in areas with Amish.



*Amish Farm Sales*

**Tier II Strategy:****C4C. Provide amenities in commercial and recreational areas of the town to accommodate Amish horses and buggies.**

While Brocton doesn't see the amount of Amish traffic present in other local communities, it is not unusual to see Amish buggies stopping in the Village. One way of welcoming Amish business is to provide appropriate parking and other amenities for Amish customers.

⇒ **Action:** Consult with Amish residents who currently visit commercial areas of the Town to recommend location for, design, and construct parking for horses and buggies.

**Goal C5: Support the needs of a growing senior population.**

As is the case with most nearby communities, recent Census data clearly indicates an aging population in the Town of Portland. The number of people in the 55-64 age category increased by 29.1% between 2000 and 2010, while the number of young adults is declining. In fact, each age group, from age 5 to 44, experienced decreases in numbers. Only the age groups of 45 years old and older experienced increases in their ranks. As the population ages, the Town needs to consider what types of housing and services are available to allow residents to remain in the community as they age.

**Tier I Strategies:****C5A. Promote availability of CARTS transportation system.**

CARTS currently offers both fixed-route and on-demand service with stops along Route 20 in the Town of Portland, and this provides opportunity for seniors who no longer drive to get to nearby communities for shopping or appointments. The Town can both promote the current CARTS system and work with CARTS administration to ensure that the system is meeting the needs of the community.

⇒ **Action:** Provide updated CARTS information in Town newsletters and in a link on the Town web page.

*"The number of people in the senior age groups in Portland continues to increase, while the number of young people living in the Town decreases."*



CARTS – Chautauqua Area Rural Transit System provides public transportation throughout Chautauqua County.

### C5B. Support Brocton-Portland Seniors Group.

Senior groups offer important social and recreational outlets for the retired population. They also provide a setting that can help to disseminate information about the Town and convey the needs of the senior population to Town officials. As the population of Portland ages, this group has potential to grow to be a key partner with the Town.

⇒ **Action:** Continue identifying ways to support and involve the Seniors Group.

### Tier II Strategies:

### C5C. Encourage development of housing with design features that allow residents to “age in place.”

Aging in place, or being able to stay in your own home as long as possible, benefits both the Town and the resident. It is tremendously costly for both the individual and, often, for the Town when a resident moves to assisted living or nursing care outside of the Town. A lack of senior housing options was identified as a need in the community. While one strategy would be to encourage development of more senior housing, another strategy is to work toward developing housing stock that is universally designed for people of all abilities, thereby limiting future need for retrofits such as ramps to entranceways. Universal design features include wider doorways, ground-level access with no stairs, wider hallways, lever door handles, a bedroom and bath on main floor; all features designed for better access and ease of use.

⇒ **Action:** Consider expediting applications and reducing permit fees for developers incorporating universal design features.

### C5D. Maintain a walkable community environment to allow seniors to stay active.

Aging well typically involves staying active, and sidewalks that are kept in good repair encourage people of all ages to walk in their community. Connecting senior housing and homes in Brocton and Portland to the library, post office, and store with safe



*With no stairs leading to the entrance, this group residence in Brocton is an example of universal design.*



*Sidewalks encourage people of all ages to stay active.*



and accessible sidewalks will help to keep seniors more active and independent, and benefits others in the community as well.

- ⇒ **Action:** Consider budgeting for regular sidewalk maintenance as well as for funds to be set aside to match Federal or State grants for pedestrian-related improvements.
- ⇒ **Action:** Explore a project to leverage purchasing power by combining individual sidewalk projects into one bid for services to decrease cost.

### **Tier III Strategy:**

#### **C5E. Develop additional senior housing options to accommodate a range of incomes and physical abilities.**

At present, housing meeting the needs of seniors in the community is limited to the Herbert Star apartments in the Village of Brocton. There are a range of senior housing options in nearby communities, but people often wish to stay in the community that they know best, with their loved ones nearby. The development of senior housing was strongly supported by survey respondents, second only to “single family homes” as desirable types of residential development for the Town.

- ⇒ **Action:** Identify and promote possible “shovel ready” locations for senior housing.

#### **Goal C6: Promote the preservation of key historic structures in Town.**

The Town of Portland has a rich history, remnants of which can still be seen in some of the Town’s oldest structures. Many have been allowed to fall into disrepair and are unfortunately beyond preservation. They have simply become eyesores and threats to public safety. Community members care enough about Portland’s historical buildings that an architectural preservation committee was one of the first subcommittees that started work on this plan. Promoting the history of the town received strong support as an opportunity for the Town to pursue, and maintaining historical buildings is an important piece of that.



*Senior Housing – Brocton, New York*



Historic structure overlays allow historic buildings to maintain their character as they undergo maintenance or remodeling.



Portland Historical Museum

### Tier I Strategies:

#### **C6A. Develop and codify zoning guidelines that protect key historic structures.**

Historic structures may require a certain amount of special consideration and attention in order to continue to exist. This is often in the form of more flexible application of building codes in cases where meeting more current standards would significantly alter the character of the structure.

⇒ **Action:** Create a historic structure overlay to preserve the character of the property surrounding currently recognized historic structures.

#### **C6B. Promote known historic structures in the Town.**

Long-time residents know and appreciate much of the history of the Town, and have great stories to share. Portland has much to be proud of in its history, and one way of bringing that to life is to identify where these stories took place, where townspeople who played a role in shaping Portland lived, and what the significance of some of the oldest structures still standing was to the Town. Residents who know the stories of Portland's history are more likely to want to preserve it.

⇒ **Action:** Select a historic structure and what is known about its past to highlight in each Town newsletter.

⇒ **Action:** Provide a map of historic structures and their significance on the Town website, and include these on a community "Points of Interest" map to increase awareness of and appreciation for Portland's history.

### Tier II Strategy:

#### **C6C. Identify and inventory key historic structures by historical significance, location, and condition.**

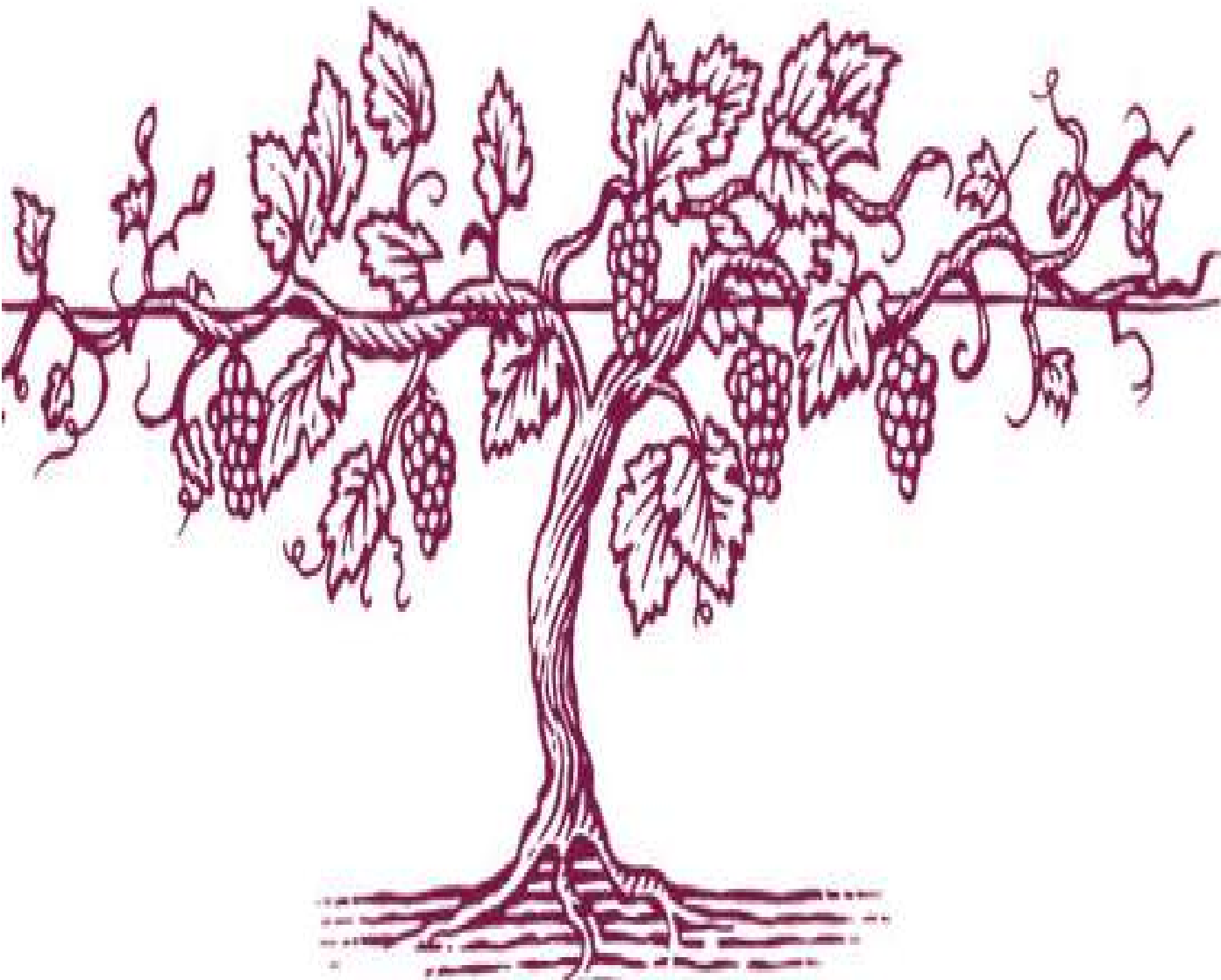
The process of completing a historic structure inventory will require research, time and expertise, but will be necessary to creating accurate historic structure overlay maps, and for obtaining funds to secure and preserve these properties.

⇒ **Action:** Initiate a key historic structure survey. Technical assistance and resources can be found at the New York State Office of Parks, Recreation, and Historic Preservation.

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*“Without growth and progress,  
such words as improvement, achievement,  
and success have no meaning.”*

*Benjamin Franklin – Inventor & Statesman*





## Economic Development

The vitality of Portland's economy, and the economy of the region, are key ingredients to the viability and sustainability of the community. The economic engine provides resources for both citizens and local governments to maintain the quality of life residents have come to enjoy. Portland and Brocton, while attracting some residential growth and a state prison facility, have lost jobs in other economic categories over the past 30-years.

Rural communities across the country are clamoring for development strategies that create jobs, businesses and community wealth. Citizens and officials repeatedly state that economic development is their first priority. However, although their words may sound the same, their meaning often varies. After all, "development" is a deceptively simple term for a remarkably diverse collection of strategies to stimulate private-sector investment in a community's local economy. Indeed, development strategies are often responding to significantly different situations that exist in the local economic environment. The different contexts of each rural community lead to different strategies.



*Main Street – Brocton, New York*

The one thing we may all be able to agree on is that both the region and Portland must grow to survive. Growth is part of the natural order of things. Plants and animals grow. Communities grow. But growth for a community, like living things in the natural world, occurs only when conditions are right and the essential components of community development – cultural, economic, ecological – are satisfied and in balance. As an example, concentrating on the protection of natural landscape and farms without evaluating the needs of industry will eventually degrade the protected landscapes. In an effort to reach that necessary balance, the question in the end must be “How shall Portland grow?”

It is the manner in which Portland grows and responds to change, challenges and opportunities that will define it. The benchmarks are not quantitative, such as the growth in acres or population. Rather decision-makers and residents will need to ask qualitative questions: Is the growth and change fiscally sound? Is the growth and change consistent with the recommendations of the comprehensive plan? Will there be measurable community benefits? Does the change or growth improve the quality of life in Portland for all residents and visitors? How does the growth or change contribute towards making Portland a sustainable community?

### **Economic Development Goals:**

A thorough review of sub-committee recommendations, survey responses, focus group input, community data, and community observation resulted in the identification of several goals relating to economic development. It is important to remember, however, the ability to grow a stronger economy in Portland is dependent in part on achieving other goals for the Town. Conversely, the ability to achieve many other of Portland’s goals depends on the community’s experience with economic growth. The following chapter further explains the Town of Portland’s goals most directly relating to economic development.

## ECONOMIC DEVELOPMENT STRATEGIES & ACTIONS

**Community Vision: A community that has revitalized its Main Street into an attractive, vibrant downtown center that provides goods, services and jobs for the surrounding community.**

### **Goal E1: Revitalize downtown and the Route 20 Corridor.**

Main Streets reflect the community around them, and are strong indicators of a community's pride and well-being. A good Main Street shows that a community values both its past and its future in the way that buildings are maintained and the streetscape is well-designed and well cared for. A good Main Street not only looks nice, but serves the community by conveniently meeting day-to-day needs, from a haircut to a roll of duct tape to a gallon of milk. In so doing Main Street employs residents in local businesses who in turn support other local business. A good Main Street functions as a social center and activity hub, and welcomes both community members and visitors to stop, shop, and enjoy. All of this serves to bolster community pride and gives people the confidence to further invest in the community.

Route 20 serves the Town of Portland as the gateway to the community and as its Main Street. The Portland community agrees that Main Street, West Portland, and the Village of Brocton are in need of a makeover. The current condition of the Main Street corridor has serious implications for Portland's future. Its tired appearance means that visitors, potential business owners, and potential residents are less likely to stop and discover the many strengths of the Portland community. The perceived lack of pride in the Town portrayed by its Main Street also puts the community in danger of a cycle of disinvestment: those who already own a home or commercial property become unwilling to invest resources to improve or maintain that property for fear of continuing to lose value, thereby contributing to a downward spiral of the Main Street Corridor. How does a Town improve its Main Street?

*"Our Main Streets tell us who we are and who we were, and how the past has shaped us...Our Main Streets are the places of shared memory where people still come together to live, work, and play." - The National Trust for Historic Preservation*

*“Safe, attractive and inviting streetscapes play a role in helping to spur private investment and economic activity.”*



Streetscape – Mayville, New York

### **Tier I Strategy:**

#### **E1A. Create a streetscape improvement plan along the downtown and Route 20 corridor.**

The streetscape is an important part of any downtown revitalization project. More than simply trees and other landscaping, the streetscape may refer to all of the elements along the roadway that define what it looks like and how it functions. The streetscape may encompass sidewalks, curbing, crosswalk treatments, awnings, street furniture, street art, and design and placement of interpretive and directional signage. Streetscaping can provide not only aesthetic but also functional value by making conditions safer for pedestrians, providing shade in summer, space for snow storage in winter, and stormwater management in rainy seasons. Because most streetscaping takes place in the public right-of-way, there may be fewer barriers to implementation than other measures to improve the Route 20 corridor. Safe, attractive, and inviting streetscapes play a role in helping to spur private investment and economic activity.

- ⇒ **Action:** Establish a stakeholder’s group to work with a Landscape Architect familiar with community corridor development to design a streetscape improvement plan.
- ⇒ **Action:** Consult with a Department of Environmental Conservation (DEC) forester or other professional and with New York State Department of Transportation to determine appropriate species and locations for tree planting throughout the Route 20 corridor. There is a local DEC office in Dunkirk.
- ⇒ **Action:** Add links to the Town Website for property owners regarding appropriate species and placement of tree planting near the public right-of-way, and available incentive programs.

### **Tier II Strategies:**

#### **E1B. Provide design and siting guidelines for commercial development in accordance with vision for a revitalized downtown and Route 20 corridor.**

What should Main Street look like? The community



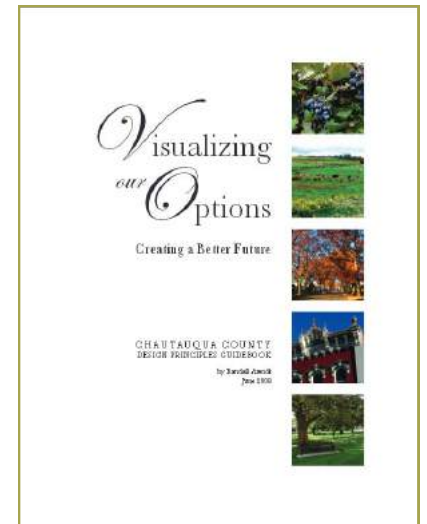
overwhelmingly agrees that the appearance of Main Street needs to be improved, but does not have a clear shared vision of how Main Street should look in the future. Once that vision is identified, the Town (and Village) can help to implement the community vision through design and siting guidelines. As an interim measure, using the recommendations provided to Chautauqua County by Randall Arendt will result in guidelines that enhance the appearance of commercial and residential development and minimize the impact on the surrounding environment.

- ⇒ **Action:** Allocate funds or seek grant funding for a design charrette to determine the community's vision for the Rt. 20 corridor.
- ⇒ **Action:** Incorporate recommendations in Randall Arendt's *Visualizing Our Options: Creating a Better Future* in site plan review for new development or redevelopment. This document is available on the Chautauqua County Planning website at: [www.planningchautauqua.com/comp\\_plan/arendt\\_guidelines.htm](http://www.planningchautauqua.com/comp_plan/arendt_guidelines.htm)

**E1C. Develop a public/private partnership involving property owners, business owners, residents, Town and Village government and other agencies who will work together to improve storefronts and streetscapes.**

Successful community revitalization efforts are only accomplished when the community is working together to be a strong partner with the County, State, and Federal agencies or private foundations that can provide funding and technical assistance. A recent example of this is the refurbishment of the Brocton Arch in time for the bicentennial celebration. The issues facing the Main Street corridor are multi-faceted, and they cross property and municipal boundaries. Addressing them requires participation and support of the entire community. This partnership can build on an existing organization, such as the Brocton-Portland Development Corporation, or can be informally or formally established as a new partnership.

- ⇒ **Action:** Explore interim low-cost measures to secure



*This publication by Randall Arendt provides helpful siting and design guidance.*



*The City of Jamestown secured vacant storefronts with plywood and invited an artist to paint them as they may have looked when the buildings were first built.*

buildings while improving appearance of vacant storefronts.

- ⇒ **Action:** Explore land bank opportunities for vacant or foreclosed properties.
- ⇒ **Action:** Consider utilizing the local development corporation or partnering with a countywide development organization for commercial or residential property development
- ⇒ **Action:** Seek façade improvement funds.

### **Tier III Strategy:**

#### **E1D. Develop gateway signage distinguishing different areas of the Town, but uniformly identifying as part of the Town of Portland.**

Focus group discussions and survey results indicated that Town residents do not always identify themselves as being part of the Town of Portland, instead considering themselves residents of the Village of Brocton, or of one of the lakefront communities within the Town. Gateway signage is one way of simultaneously celebrating the smaller communities and neighborhoods that make up Portland while unifying the Town and providing visitors and residents a stronger sense of Portland as a place.

- ⇒ **Action:** Design and install gateway signage for key entrance points and for various neighborhoods or parts of the Town, which incorporates the Town logo.

#### **Goal E2: Promote job creation through small business development.**

The desire of the Portland community for business development was apparent throughout the comprehensive planning process. While many small, mainly agricultural businesses are located in the Town, there was overall support for increasing the tax base, having more retail options, and encouraging other small businesses such as wineries, repair shops, and home-based businesses. Small enterprises may start out as just providing supplemental income for a family, but they have potential to grow into a business that employs local people, often while providing needed goods or services to the community.



*Good gateway signage tells visitors where they are, and hints at what is special about a place.*

**Tier I Strategies:**

**E2A. Continue to allow home-based businesses and small cottage industries in the rural areas of the town provided they do not negatively impact adjacent property owners or the character of the area in which they are located.**

Spurred in part by improvements in communications technology as well as recent changes in the economy, home-based businesses and telecommuting have continued to grow in popularity. Zoning that welcomes small home-based businesses may encourage entrepreneurs to remain in or locate to the Town.

⇒ **Action:** Revise zoning as necessary to accommodate such small business, by listing small businesses as allowable use and identifying specific exceptions such as noise or nuisance.

**E2B. Continue to encourage and support the existence and efforts of the Local Development Corporation.**

The Brocton-Portland Local Development Corporation (LDC) has the capacity to apply for and accept grant funding, conduct fundraising activities, hold or improve property, borrow money, and otherwise work to improve the economic conditions of the area with more flexibility than municipal government. Some LDCs take on a community-building role, such as coordinating activities and events that draw residents and visitors to a community, or acting in an advocacy role for the community good. The Brocton-Portland LDC has experienced success in the past and can play an important role in the future of the community.

⇒ **Action:** Facilitate collaboration with Local Development Corporation (LDC) by holding regular joint strategy sessions with LDC, Village, and Town representatives.

**Goal E3: Diversify and strengthen the economic base of the community.**

Portland's residents are generally employed in the same mix of occupations as in communities throughout Chautauqua County, with most working in education, health care, and social services, followed by manufacturing and retail. Most residents travel out-



*Farms present many opportunities for home-based businesses.*

*The Brocton-Portland Local Development Corporation has experienced success in the past and can play an important role in the future of the community.*

side the Town of Portland for work, but a growing number are working from home. While only about 6% of Portland's working population is employed in agriculture, this is three times higher than the rest of the County, and Portland's economic base remains agricultural with some manufacturing and transportation included in the mix. The declining tax base and lack of industry were ranked third and fourth, respectively, as issues facing the Town, and survey respondents and focus group participants expressed a desire for more economic development in the Town. With the economic realities of New York State and a simultaneous vision for Portland developing as a bedroom community, the strongest opportunities for strengthening and diversifying Portland's economy are in supporting and promoting small-scale manufacturing and other business.

**Tier I Strategy:**

**Community Vision: A thriving agri-business and tourism economy, built upon the rich agricultural heritage and the recreational opportunities provided by Lake Erie, spacious parks and extensive trails.**

**E3A. Identify and promote Portland's attributes and potential locations for residential, small business, and manufacturing development.**



*Portland's many positive attributes make it a desirable place to live or work.*

Portland's residents know that Portland is rich in natural beauty and offers a friendly and convenient location to live, work, and play, but people outside the area need a way to discover what the Town has to offer. Specifically identifying both the Town's assets and the potential locations for desired types of development allows the community to market itself more directly and more effectively.

- ⇒ **Action:** Review zoning to ensure that specified tourism uses are allowed.
- ⇒ **Action:** Consider establishment of a small retail or food production (commercial kitchen) incubator in the business corridor.

### Tier II Strategies:

#### **E3B. Work with CCIDA to develop marketable industrial sites with an emphasis on the re-use of existing vacant commercial and industrial structures.**

Vacant industrial properties are considered by many participants in the Town of Portland planning process to be opportunities for the Town. Re-use of existing vacant structures, and infill development as opposed to building new are two smart-growth strategies which offer the advantages of using existing municipal infrastructure while improving surrounding property values. The Chautauqua County Industrial Development Agency (CCIDA) should be kept aware of properties available for development, and properties in the Brocton/Portland area need to be continually promoted, not only to CCIDA but to other regional development organizations as well.

- ⇒ **Action:** Appoint a liaison to maintain contact with the CCIDA.
- ⇒ **Action:** Identify, maintain, and publicize a list of prime properties for industrial development.

#### **E3C. Develop a shovel-ready site in the Brocton electric service delivery area for low-cost power to promote for potential development.**

The potential to obtain low-cost electric could be an important draw for industries considering locating in the Portland area. In order to be considered “shovel-ready,” a site should be carefully evaluated to determine what type of business or industry would be acceptable to the community if located there, zoned appropriately, and then have identified what permits may be needed in order to develop the site, for example: wetlands, solid waste, or water. This pre-permitting can decrease the cost and time it takes to get a business up and running on the site, and allow the Town and the developer to respond very quickly to an opportunity.

More information on becoming “shovel-ready” is available at New York State’s Empire State Development website at: [www.esd.ny.gov/BusinessPrograms/Data/BuildNow/index](http://www.esd.ny.gov/BusinessPrograms/Data/BuildNow/index).



*“Shovel-ready” properties are attractive to developers.*



*The City of Jamestown promotes its low-cost utilities, and invites developers to “come to Jamestown” via billboards.*

⇒ **Action:** Select most feasible site for low-cost power to make “shovel ready” and prepare site for pre-permitting.

### **Goal E4: Develop a thriving tourism industry that builds upon agri-business and recreational opportunities.**

The Town of Portland is located along the New York State Thruway, with both New York State Route 5 and New York’s segment of U.S. Route 20 running right through the Town. Portland is well-situated to build upon its unique assets and take advantage of both its location and the many tourism draws located nearby, including Chautauqua Institution, Lake Erie Wine Country, and the Seaway Trail. Three-fourths of survey respondents agreed that expanding and promoting the parks, trails, and other recreational assets presents an opportunity for the Town, and two-thirds agreed that promoting agriculture and the Town’s history and developing tourism were other promising opportunities.

#### **Tier II Strategies:**

##### **E4A. Build on the Town’s existing tourism-related businesses and natural assets to market the Town as a destination.**

Portland has wonderful natural assets, which are managed by different entities. Trails, for example, can be found at the County’s Luensman Overlook Park, at the State-owned Lake Erie State Park, and on abandoned rail beds managed by Chautauqua County Rails-to-Trails. Coordinating promotion of these assets, as well as promotion of events and local and regional attractions will start to create the critical mass necessary for a visitor to consider spending time here. A good reference for the following actions is Destination Development Inc.’s 2009 Chautauqua County Branding, Development, and Marketing Action Plan.

⇒ **Action:** Develop wayfinding signage to Town attractions and recreational facilities.

⇒ **Action:** Coordinate the marketing of agri-tourism and other businesses along with festivals and Town events on a page of the Town website and on web-based tourist sites.



*An example of wayfinding signage from Loudon County, Virginia.*

#### **E4B. Implement existing regional plans relating to tourism development.**

The Town of Portland has a number of scenic and interesting attractions, although they tend to be small in scale. These attractions, even in combination, have limited capacity to draw visitors from outside the region and the following actions recommend taking advantage of the investments already made in regional plans which have been completed.

- ⇒ **Action:** Continue to implement recommendations of the Lake Erie Concord Grape Belt Heritage Area Management Plan.
- ⇒ **Action:** Promote and expand the Chautauqua County Visitors' Bureau "World's Learning Center" branding effort.
- ⇒ **Action:** Implement recommendations of the 2012 Chautauqua County Greenway Plan, such as: Enhancement of Seaway Trail Scenic Byway, A Brocton-Dunkirk Rail-Trail, and Brocton to Bear Lake Trail.
- ⇒ **Action:** Build upon efforts to improve the Route 5 experience (Seaway Trail).
- ⇒ **Action:** Create a tourism map, including wineries, restaurants, Amish sales, and parks and trails.

#### **Tier III Strategy:**

#### **E4C. Encourage development of short-term lodging options for business/recreational travelers.**

Other than camping at Lake Erie State Park, the Town of Portland does not currently offer lodging for visitors who might wish to stay while conducting research at Cornell's Lake Erie Regional Grape Program, doing business in the area, or simply visiting. Survey respondents generally supported the development of short-term lodging, although 28% expressed disagreement, indicating that care should be taken to keep property owners informed of potential development, and to mitigate concerns they may have.

- ⇒ **Action:** Ensure that zoning allows for development of small-scale short-term lodging as a special use.



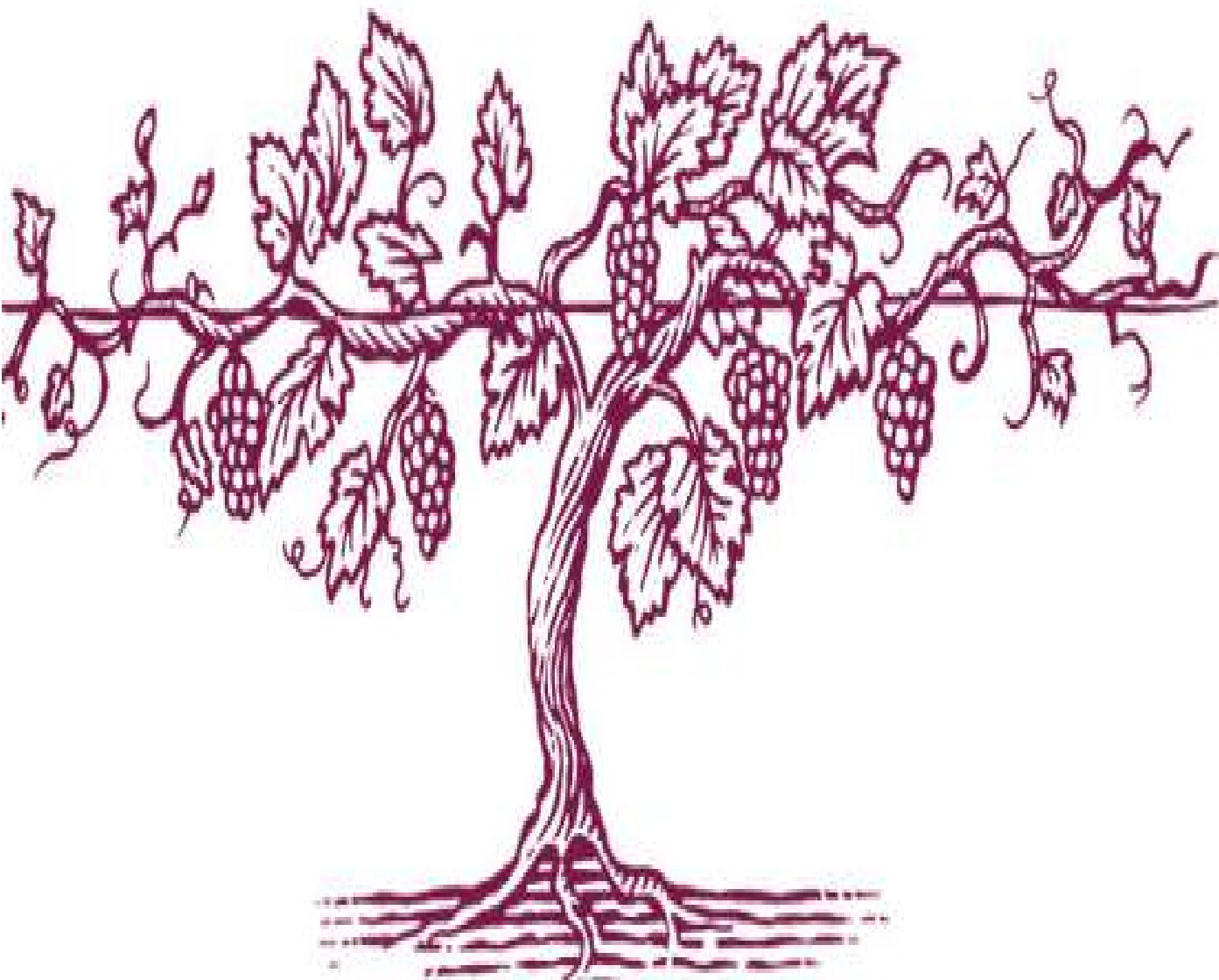
*Regional plans can help to guide Portland's development efforts.*



*Bed and Breakfasts are often popular for short stays.*

*“Farming looks mighty easy when  
your plow is a pencil, and you’re a  
thousand miles from the corn field.”*

*Dwight D. Eisenhower – President*







## Agriculture

Agriculture is the foundation of Portland's heritage and a vital component of Portland's economy. It has long served as a pillar of the community's formation and growth. While other types of farming have existed in Portland, the grape industry has always played the most significant role in the local agricultural economy.

Today many community members work outside of the community and no longer have ties to farming. The small group of remaining farmers, managing farms that range in size from small Amish farms to large grape operations, quietly toil to provide food and maintain the agricultural landscape while earning a living. Each day they are challenged by weather, rising costs, finding markets for their goods, and the viability of continuing to farm.

Citizens and the larger community cannot solely guarantee the viability of an individual farmer. However, as with other businesses, it is possible for the community to support the local agricultural economy both financially and by limiting local regulatory barriers to a farmer's success.

The open spaces and the beauty of the working landscape pro-

vided by farms is as critical to the quality of life residents and visitors enjoy, as the economic benefit the farms provide. Supporting agricultural pursuits, and working to ensure farms are viable and prime farmland preserved, is an important challenge for the community.

### AGRICULTURE -STRATEGIES & ACTIONS

#### **Goal A1: Preserve, protect and encourage agriculture in the Town of Portland.**

**Community Vision: Maintain its small town rural character...**



*Portland's many farms are a key component of the Town's identity.*

As with any business, farming needs to be a viable enterprise, with the necessary resources available for it to survive. Farmers need lands with prime soils; markets for their goods; the flexibility to create new products; and limited regulatory barriers. The community can support farmers by taking steps to ensure these items are preserved and protected and agricultural pursuits are encouraged.

#### Tier I Strategies:

##### **A1A. Encourage accessory farm-related uses.**

Consumer preferences and markets evolve over time. Farmers must be capable of responding to the changing consumer landscape for food products; and must be capable of expanding their revenue opportunities on the farm. Eliminating barriers to the establishment of value added product development, and other cottage industry opportunities such as small retail, will support farmers in their efforts to remain profitable.

- ⇒ **Action:** Work with Cornell Cooperative Extension to provide agri-entrepreneurship and start-up programs.
- ⇒ **Action:** Assist and support the efforts of 4-H to develop youth agri-business internship/shadowing programs.
- ⇒ **Action:** Review and update zoning code and revise to allow opportunities for farm-related uses in all zoning districts and



*Agriculture-based products and events increase earning potential for many small farmers.*

to ensure they are farm friendly and can increase the viability of agriculture.

### **A1B. Support the grape industry economy**

With Portland's rich grape heritage, it is a natural fit to support and build upon the grape industry economy. The Town needs to be aware of the grape industry's opportunities and challenges in order for this to happen. Building and strengthening relationships with the industry provides the opportunity for future private-public partnerships to develop.

- ⇒ **Action:** Work in cooperation with and promote the Lake Erie Wine Trail and Concord Heritage Area.
- ⇒ **Action:** Participate in and promote grape industry programs developed by Cornell Cooperative Extension.
- ⇒ **Action:** Develop and maintain a Town liaisons with local grape grower cooperatives and Cornell's experimental station.



*Cornell University's experimental station.*

### **Tier II Strategies:**

#### **A1C. Promote agricultural products produced in the Town of Portland.**

Grapes are the largest agricultural commodity produced in Portland. However, there are other smaller operations that are raising livestock, produce and fruit. Providing a ready market for these seasonal operations will diversify and strengthen the agricultural economy in Portland.

- ⇒ **Action:** Develop a farmers market that features "locally grown" products.
- ⇒ **Action:** Promote the sale of locally grown products at restaurants, festivals and schools.

#### **A1D. Promote agricultural heritage.**

Promoting the agricultural heritage of the area allows agricultural entities to develop new products for the tourism

market created by this initiative. Additionally, other local small business ventures can benefit by providing complementary services and products.

**Community Vision: ...a thriving tourism and agri-tourism economy which builds upon a rich agricultural heritage.**



*The Lake Erie Grape Discovery Center draws visitors from all over to our region.*

- ⇒ **Action:** Participate in cooperative initiatives with the Lake Erie Concord Grape Belt Heritage Area Association.
- ⇒ **Action:** Create signage, which identifies and promotes the Town's agricultural heritage and present agricultural activities.
- ⇒ **Action:** Develop a satellite agricultural museum for Portland Agricultural history in coordination with the Lake Erie Concord Grape Belt Heritage Area Discovery Center.

#### **A1E. Support regional efforts to develop a local food processing operation (Food Hub).**

Producing value added products from many crops is a challenge for small producers. The producers lack adequate capital and product to make food processing a profitable venture. A food hub would act as a cooperative venture with shared facilities that act as an incubator for smaller ventures.

- ⇒ **Action:** Participate in the Southern Tier West Food Hub development program.

#### **Tier III Strategies:**

#### **A1F. Protect farming rights.**

As the community has continued to grow away from core areas such as the Village and Hamlet areas, conflicts between agricultural operations and the community have increased. Agricultural resources have been challenged by development pressures and new neighbors have been impacted by the nature of agricultural operations. It is a priority to establish a framework to resolve these challenges while supporting agriculture.



- ⇒ **Action:** Establish an Agricultural Advisory Committee to articulate and advocate for agricultural issues which affect Portland, and to establish and maintain productive relationships with local, regional and state agricultural associations such as the Farm Bureau.
- ⇒ **Action :** Develop and adopt an Agricultural Protection Plan.
- ⇒ **Action :** Develop and adopt a local right-to-farm law.
- ⇒ **Action :** Enforce the Chautauqua County Right-to-Farm law.
- ⇒ **Action:** Develop a public information campaign and educate local realtors about right-to-farm law.

**Goal A2: Preserve the prime agricultural soils and the water and air quality necessary for the Town’s agricultural base to survive and thrive.**

Prime agricultural soils are a precious commodity. Lands lost to development will never again be used for agriculture. This is especially important to the grapes which grow best on gravel soils in the microclimate along the lake plain. Protecting these prime soils from development is an important issue.

**Tier I Strategies:**

**A2A. Encourage clustering of home sites in prime agricultural areas to maintain farmland.**

Farming today utilizes large equipment. Crops must be planted on acreage that is large enough for the equipment to efficiently work. Clustering home sites on one portion of a lot allows for development in agricultural areas while maintaining open space that can be efficiently farmed and maintained as a working landscape.

- ⇒ **Action:** Identify opportunities to incorporate residential cluster development in the Agricultural district zoning code and site plan review requirements.



*Land lost to development will never again be used for agriculture.*



*Clustering of home sites minimizes impact on agricultural lands.*

**Tier II Strategies:****A2B. Limit the amount of non-agricultural uses allowed on agricultural lands.**

Non-agricultural uses fragment prime farmland and minimize the ability of agriculture as an industry to easily expand and grow. In order to ensure the long-term viability of agriculture in the Town of Portland, land use controls must be put in place that protect valuable lands.

- ⇒ **Action:** Identify, develop and adopt "Smart Growth" principles into the zoning code that protect agricultural lands.
- ⇒ **Action:** Work cooperatively with Cornell Cooperative Extension, and the Chautauqua County Soil & Water District, to identify areas with prime agricultural soils during site plan and conditional use reviews.
- ⇒ **Action:** Consider enacting conservation subdivision requirements for development within an area that is designated agricultural.
- ⇒ **Action:** Modify zoning within agricultural districts to help preserve remaining productive prime agricultural lands that exist within the Town for agricultural related purposes.
- ⇒ **Action:** Re-evaluate the Town's agricultural district boundaries.
- ⇒ **Action:** Use siting guidelines, such as the Dutchess County *Rural Siting Guideline*, to minimize the impact of non-agricultural development on prime agricultural lands by encouraging placement of homes, driveways, or other structures near property lines and/or on less productive soils within a parcel.



*Successful agriculture often requires large tracts of farmland.*



*Development on parcels such as this could take advantage of scenic views while still maintaining productive farmland.*

**A2C. Support Farmland Tax Credits, reform in federal farming laws, and use value assessments to encourage continued use of land for farming.**

The Town of Portland should support policy decisions at the State, federal and local level that assist farming ventures.

⇒ **Action:** Express the Town's support of these measures to elected officials at all levels of government.

**Tier III Strategies:**

**A2D. Consider permanently protecting large tracts of agricultural land through the use of transfer and purchase of development rights, while compensating landowner/farmer for these protections.**

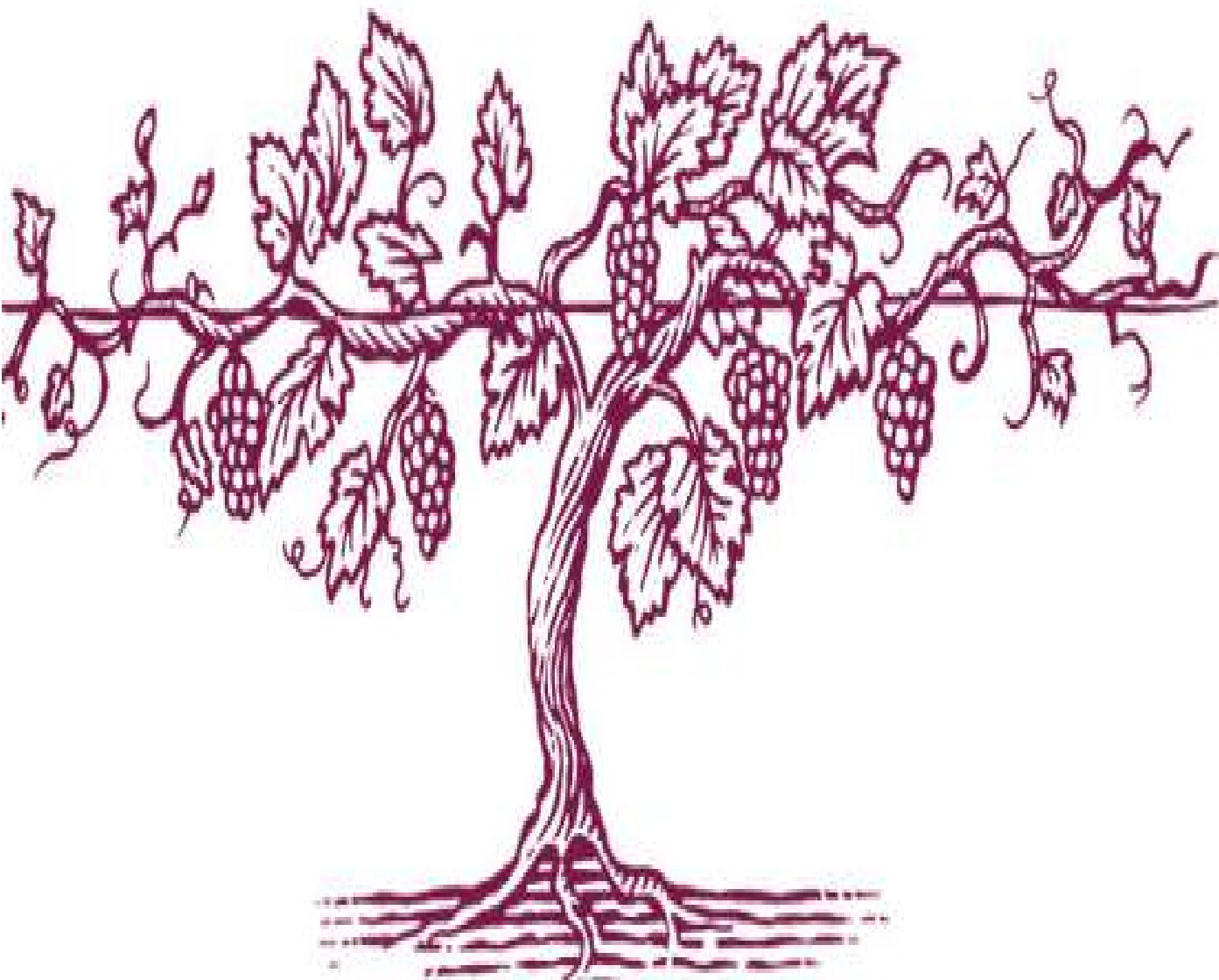
The transfer and purchase of development rights is one tool available to Towns to preserve prime agricultural lands from development. This tool, while only used for the best lands, should be readily available when needed.

⇒ **Action:** Explore the use of transfer and purchase of development rights within the Town of Portland.



*A lake is the landscape's most beautiful expressive feature. It is the earth's eye; looking into which the beholder measures the depth of his own nature.*

*Henry David Thoreau*







## Waterfront

Portland's share of the Lake Erie shoreline ranges from rocky cliffs to sandy beaches, and is without question one of the Town's most expressive natural features. Thanks to the elevation change between the Lake and the Escarpment, spectacular views of the Lake can be enjoyed from many points within the Town, adding interest and value to inland properties.

Closer to shore, seasonal cottage communities dot Portland's lakefront, and a growing number of year-round and seasonally-occupied lakefront homes contribute to the vibrancy and the residential tax base of the Town. As of the last census, seasonal or vacation homes comprised almost 17% of the Town's housing stock, a number which has increased significantly in recent years due in part to expansion of the public water supply in that area.

Portland's lakefront is also home to the 355-acre Lake Erie State Park, which encompasses nearly three-quarters of a mile of shoreline and draws thousands of visitors per year for camping, hiking, fishing, bird-watching, and picnicking. Through surveys and public comment, community members have identified a desire to improve public access to the lake, which is presently limited to the State Park, and have expressed interest in exploring the potential for development of a boat launch, swim-

ming, and fishing access within the Town.

As the Lakefront area continues to develop, the Town of Portland is challenged to manage growth in a manner that maintains or improves public access; and the maintains the natural scenic character of the Route 5 corridor, including the open space provided by iconic vineyards and cropland still found along the corridor.

### **WATERFRONT STRATEGIES & ACTIONS**

#### **Goal W1: Preserve and enhance the character of Lake Erie lakefront in the Town of Portland.**



*Lake Erie, vineyards, and the escarpment can all be viewed from Route 5 in Portland.*

Driving through Portland along Route 5 captures much of the essence of the Town, with occasional glimpses of Lake Erie out one window, wide-open fields and vineyards out the other, and the escarpment rising in the distance. The level terrain of Route 5 is only interrupted by dips in the road where streams flow into Lake Erie through small wooded ravines.

Residential development is important to the Town of Portland, and the lakefront area is a prime spot for it. Portland's Lakefront was ranked highly by survey respondents as a strength of the Town, and considered its most important natural feature. If houses and fences densely filled the narrow strip between Route 5 and the lake, would the impression of the Town from the perspective of Route 5 remain the same? Would the drive be as scenic without the vineyards and fields along the way? The goal is not to halt development, but to encourage and manage it in a way that maintains what residents and visitors find most attractive about this area.

**Community Vision: A community that maintains its small town rural character and is known as "home" in a quiet, scenic setting.**

#### **Tier I Strategies:**

**W1A. Encourage residential development in lakefront communities to align with smart growth strategies as a means**

**of maintaining open space and maximizing infrastructure investment.**

In rural settings such as the Town of Portland, “smart growth” will allow for open spaces, a healthy natural environment, a limit on sprawl, and a good return on public investment. Using standard smart growth strategies such as infill of vacant properties, clustering development to protect open spaces, locating near existing infrastructure, and allowing for walkability within the community are key factors in preserving the scenic rural character of Portland’s lakefront so valued by residents.

⇒ **Action:** Develop shoreline, Route 5 to the lakeshore, zoning regulations or development and siting guidelines that provide guidance on how to properly develop lots in a manner that maintains the lakefront’s and corridor’s character.

**W1B. Maintain a balance of agriculture, open space (views) and residential uses along the Route 5 corridor.**

Open spaces such as the heavily wooded areas, vineyards, and fields along the Route 5 corridor have visual appeal. These open spaces are also the windows, or viewsheds, which allow for glimpses of Lake Erie and of the Escarpment beyond the immediate corridor. Maintaining open spaces is critically important to preserving the scenic nature of the Route 5 corridor.

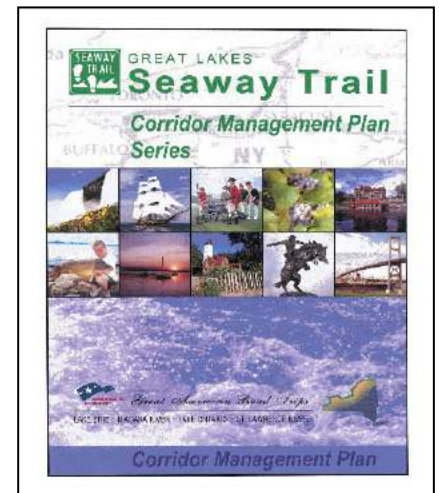
⇒ **Action:** Follow the Goals and Objectives and Byway-wide recommendations included in the Seaway Trail Byway Development Plan. For example:

- Encouraging development in existing nodes, giving priority to rehabilitation and adaptive reuse of existing buildings.
- Encourage infill development and discourage sprawl into scenic corridors.
- Use design guidelines and site plan review to minimize visual intrusions to the scenic corridor.

⇒ Coordinate with State Highway maintenance crews to trim vegetation to maintain lake views from Route 5.



*Applying Smart Growth strategies will allow Portland to maintain the character of the Lakefront.*



*The Seaway Corridor Management Plan offers suggestions for development along Route 5.*

*The New York State Coastal Management Program references state and federal policies and provides clear guidance for local government actions in a coastal area.*

### **W1C. Support coastal management zone requirements for new development.**

Adhering to strong coastal zone management guidelines helps to preserve water quality, limit impacts of flooding and erosion, and protects the value of the Lakefront and the investment the Town has made in infrastructure to support development. These policies are designed to promote the use of coastal resources, consistent with the goals and purposes of the New York State Coastal Management Program. When consistently adhered to, they help to ensure that development is sensitive to the environment and sustainable over time. The policies may be found under the “Publications and Tools” section of the Department of State, Office of Planning and Development: <http://www.dos.ny.gov/opd/>

⇒ **Action:** Review all development proposals in the Lake Erie “coastal zone,” which is typically 1000 feet from the Lake Erie shoreline, for adherence to NYS Coastal Management Policies.

### **W1D. Protect scenic Lake Erie views.**

The Portland waterfront offers some spectacular views of the 12th-largest freshwater lake in the world, Lake Erie. People like to build homes in places that take advantage of these views, and parcels with lake views continue to command higher prices than surrounding property. However, both the built and natural environment can alter viewsheds over time. Residents communicated the importance of viewsheds and maintaining the scenic nature of the Town throughout the planning process. Proactive development standards can limit changes and allow for maximum public enjoyment of viewsheds while maximizing their value.

Design guidelines and review processes that take into account height, landscaping, siting, or other elements can help a project to minimize impact on the viewshed. Zoning laws that limit the height of buildings based on their proximity to a designated viewshed are an effective way of preserving scenic vistas. Overlay zoning within a viewshed may be used to place additional restrictions to protect views.



*Views of Lake Erie in the Town are an asset worthy of protection.*

- ⇒ **Action:** Amend site plan review and zoning code to include viewshed protection elements regarding height and other controls.
- ⇒ **Action:** Preserve parcels with unique attributes for potential large-lot residential development.

**Goal W2: Enhance recreational lands along the lakefront and improve public lake access for recreational activities such as boating, fishing, and swimming.**

**Community Vision: A community with a thriving agribusiness and tourism economy built upon the rich agricultural heritage and the variety of recreational opportunities provided by Lake Erie, spacious parks and extensive trails.**

For many years, community members have identified a desire to improve public access to Lake Erie, including development of a boat launch, swimming access point, or fishing access within the Town. Comprehensive Plan Subcommittees addressed this need, as did community members throughout the planning process. Lake Erie State park does not currently offer either a formal swim area or a boat launch, and charges a vehicle fee to enter the Park in the summer season. A New York State Park Empire Pass is available for purchase, allowing unlimited access to all New York State parks, but this option may be cost-prohibitive for many residents. Residents with disabilities may qualify for a free “Access Pass” to State Parks, and seniors can take advantage of free admission to most State Parks on weekdays. Currently, the nearest access points, which are free and open to the public, are in Barcelona in the Town of Westfield, and in the City of Dunkirk.

**Tier II Strategies:**

**W2A. Continue to seek ways to improve access through Lake Erie State Park.**

Friends-of groups supporting State and local parks abound in



*Lake Erie State Park offers the only public access to the Lakefront in the Town.*



*Friends-of-the-Park groups help to improve National, State, and local parks.*

New York State and across the Country. They are typically established by local individuals who recognize the benefits that the Park brings to their community, and they take on tasks to maintain, improve, and promote the parks and to create a more mutually beneficial scenario for the Park and the host community. New York State's Office of Parks, Recreation, and Historic Preservation encourages and supports the formation of "Friends" nonprofits. Many "Friends" groups operate their own park website which also promotes the surrounding communities and encourages park visitors to get out and explore beyond the Park boundaries. Parks and Trails New York is a statewide advocacy group that supports and connects "friends" groups across the State. ([www.ptny.org](http://www.ptny.org))

⇒ **Action:** Establish a "Friends of Lake Erie State Park" group to work with Park officials on updating a Park Master Plan, improving the park, managing community relations, improving access, and promoting four-season use of the Park.

⇒ **Action:** Work with New York State Office of Parks, Recreation and Historic Preservation (NYS OPRHP) to establish a "Resident" pass program for Lake Erie State Park.



*This property was acquired by Chautauqua Watershed Conservancy for conservation purposes.*

**W2B. Identify properties for potential future purchase that could provide access to Lake Erie. These would be parcels of appropriate size to accommodate parking and park space, with accessible (non-cliff) frontage.**

Nearby Long Point State Park offers a large-scale local example of private property becoming public parkland. The property was privately held until 1954 when its owner deeded 140 acres to New York State for development as a park. Additional acreage was added by bequest and purchase and Long Point State Park officially opened in 1968. The Chautauqua Watershed Conservancy (CWC) provides more recent examples of privately-owned property being donated or purchased for conservation

purposes, and many of these properties are open to the public.

⇒ **Action:** Maintain list of appropriate properties, notify property owners of opportunities to reduce tax liabilities through conservation easements or property donations, request right of first refusal should properties come up for sale.

### **W2C. Develop a fishing access point and/or small boat launch in the Town of Portland.**

Previous attempts to develop a boat launch at Lake Erie State Park reportedly fell through in part because the project desired to cater to boats of all sizes, which was simply not feasible due to lake depth in the area. Individuals involved in that effort agree that there is better potential for a launch, either in the park or elsewhere in the Town, to accommodate smaller-sized fishing and recreational watercraft.

⇒ **Action:** Initiate discussions with NYS Department of Environmental Conservation and NYS Office of Parks & Recreation to explore the development of a fishing access/small craft boat launch site in Lake Erie State Park or elsewhere in the Town of Portland.

### **Tier III Strategy:**

#### **W2D. Develop a pull-off/picnic spot within the Town.**

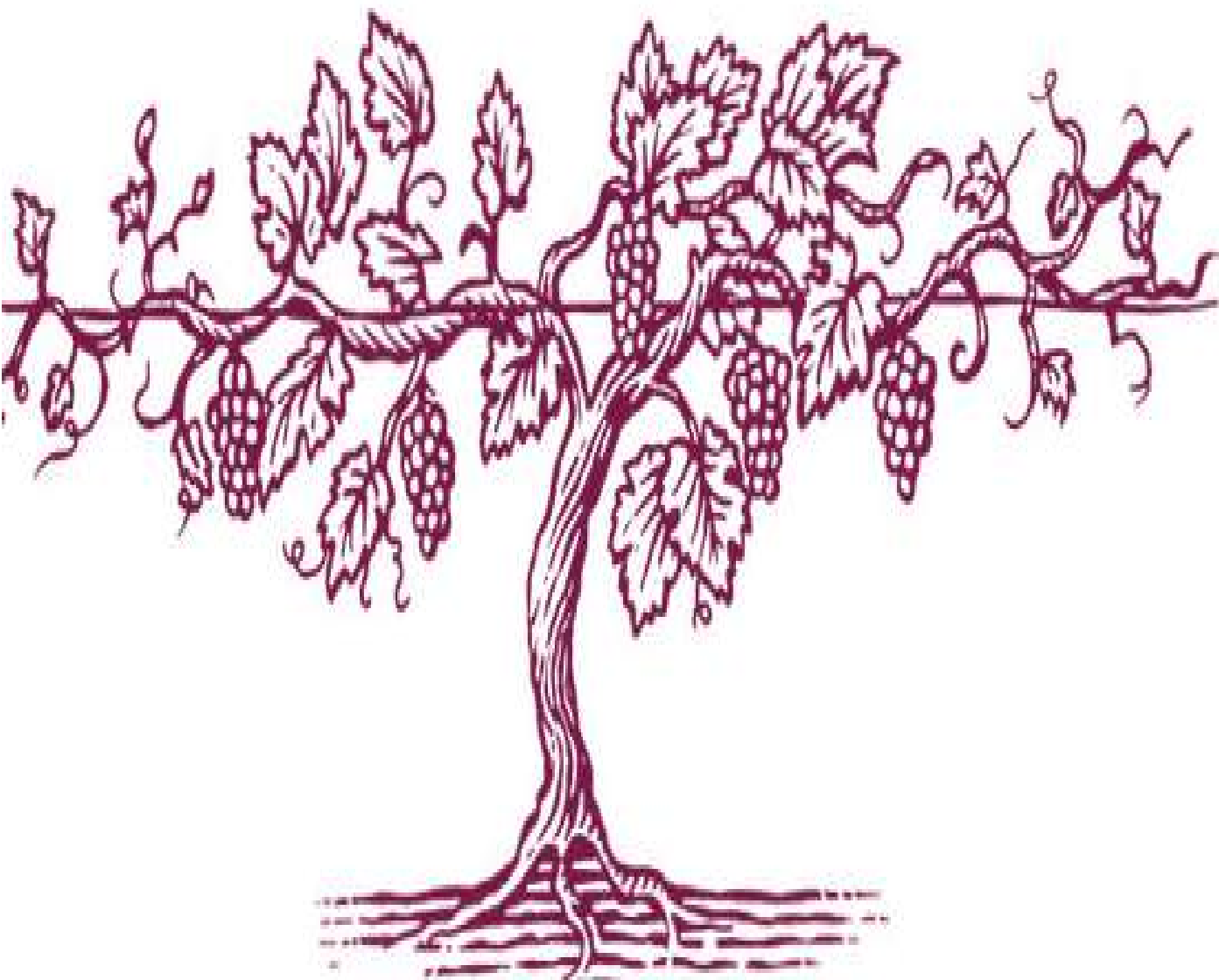
Small-scale pull-off spots, sometimes little more than a few parking spaces and a picnic table, have proven popular in other places along scenic roadways. They are enjoyed by many people as a place to take a break from driving, capture photos of sunsets over the lake, or enjoy a picnic lunch. These can be placed on parcels that are not deep enough to build upon, and the maintenance and infrastructure costs to the Town are minimal.

⇒ **Action:** Identify potential locations for a suitable parking area and if not currently in the public right-of-way, pursue property acquisition.



*Views such as this could be appreciated from a roadside pull-off.*

*Communities seldom stand still;  
they are continually growing,  
changing, and evolving as places of  
human interchange and capital investment.*







## Government Services

Recognition for a job well-done in government is rare, even at the local level. However, when government-run services are not working properly, or when their cost goes up, residents are quick to accuse their government as being ineffective, inefficient, or incompetent. Often, the public may not fully appreciate the budgetary challenges or the complexity of regulations placed on municipalities by the State and Federal governments.

Residents of Portland expressed a high level of satisfaction with specific government services such as roads, water, parks, and even Town administration. However, when residents were given the opportunity to list things they would change about Portland, the vast majority of responses related to government services. These included property assessment, code enforcement, sharing of services between municipalities and, of course, taxes. In reality, work to address these issues has been underway for many years and will continue. Formalizing these efforts, engaging residents in local government, and investing in Town employees and officials to improve their skills and level of expertise, should result in better delivery of services and higher levels of customer satisfaction.

## GOVERNMENT SERVICES STRATEGIES & ACTIONS

### **Goal G1: Maintain and promote efficiency in government.**

Throughout the planning process, including focus groups, community survey, and public meeting, residents of Portland are clear in their desire to continue working toward greater efficiencies and cost-savings in local government. The Town of Portland has been working on this goal itself for many years, however, their efforts have not always been well-publicized. There remains potential to increase efficiencies by working with the Village of Brocton, neighboring Towns, other levels of government within the region, and local school districts.

#### **Tier I Strategies:**

#### **G1A. Support and encourage participation of municipal employees and officials in government training/conferences/associations.**

Staying abreast of changes to State regulations, reporting requirements, best management practices and new technology is critical to government employees and boards. Education in these areas helps employees and boards solve problems facing the community and operate in the most efficient manner. The Town also benefits from the informal discussion and exchange of ideas that takes place at such trainings and at regular association meetings.

- ⇒ **Action:** Maintain budgetary funding necessary to authorize training offered by Southern Tier West, NYS Association of Towns, NYS Planning Federation, and other organizations for Town officials and employees.
- ⇒ **Action:** Support and encourage the Assessor, Highway Superintendent, Code Enforcement Officer and Town Clerk to attend their local association meetings in order to share information and best practices with their colleagues from other Towns in Chautauqua County.
- ⇒ **Action:** Encourage, and fund, the use of web-based training for specialized training not readily available within the local region.

**G1B. Implement Best Management Practices in areas of municipal government.**

Developing a strong customer-service focus with residents and taxpayers as “customers” will not only pay off in improved satisfaction of residents, but can help government to work more efficiently. Understanding your customer’s needs helps government adjust service delivery to what is needed. While this may result in a broadening of some services delivered, it may also result in a reduction of services or the implementation of a more efficient manner of delivery through creative problem solving. For example, cross-training of Town employees means that at least some work can continue in the absence of another employee, and residents are not left waiting. Cross-training also ensures that employees better understand each-other’s roles and responsibilities, and can better direct inquiries and requests made by residents.

- ⇒ **Action:** Develop a citizen handbook, made available in hard copy and on the Town website, indicating the responsibilities of each Town office, elected official and employee in meeting the requests and needs of people,
- ⇒ **Action:** Establish an employee training program that highlights the priorities of Town offices in serving residents and cross trains employees to be well-versed in the basics of each other’s key responsibilities.
- ⇒ **Action:** Conduct small customer satisfaction surveys occasionally to determine how well a service is being delivered and if the customer still values the service.

**Goal G2: Continue to explore and implement opportunities to consolidate or share government services.**

Leaders in the Town of Portland have worked hard to find ways to share services and consolidate operations in order to reduce costs and improve efficiencies. While not every effort has resulted in a positive outcome, municipal officials in the Town are always working towards this goal.

In the community survey comments, residents called for more sharing of services and consolidation of government. The public pressure to work towards this goal helps keep officials motivated. However, the behind the scenes work towards shared services, which takes years to put in place, unfortunately often goes unnoticed by taxpayers. Communicating the work underway, and the potential strategies or opportunities for shared services, both regionally and with the Village of Brocton, should help the residents and officials all work towards the same goal.

### **Tier I Strategies:**

#### **G2A. Maintain membership in regional organizations that promote regional initiatives to improve government efficiencies.**

Neighboring communities, and the region as a whole, share many of Portland's challenges regarding the rising cost of services. Each community desires to provide higher quality services at reasonable cost. Regional efforts are underway to improve government efficiencies and provide better value to member municipalities and, ultimately, to taxpayers. Additionally, regional organizations exist to take advantage of economies of scale in marketing the area to visitors.

⇒ **Action:** Maintain active memberships in Chadwick Bay Regional Development Corporation, Southern Tier West, Concord Grape Belt Heritage Association and other related organizations.

#### **G2B. Provide for regular representation of Town and Village elected representatives at each other's meetings to better understand issues faced by each, and consider opportunities for sharing services.**

Investing time in having elected representatives attend each other's regular Town or Village meetings offers opportunities for each to make better informed decisions; address issues collaboratively and creatively; and respond more quickly to the community's needs. Additionally, the benefit to attending meetings sometimes goes beyond what ends up in the minutes; the informal conversations which take place before or after

meetings are often a rich source of information and ideas to explore.

- ⇒ **Action:** Establish a schedule for Village Trustees and Town-Board members to attend each other's meetings on a regular basis.
- ⇒ **Action:** Appoint two town and two village board members to a standing shared services committee.
- ⇒ **Action:** Encourage School Districts serving residents in the Town to meet and discuss possible ways to share their services, improve efficiencies and reduce their tax rates.
- ⇒ **Action:** Develop a shared service newsletter, press release, or other mechanism to communicate previous successes and highlight efforts underway to explore shared services.

### **Tier II Strategy**

**G2C. Create an intercommunity mechanism to reach out to nearby communities regarding collaboration and/or shared services on regional efforts.**

No municipality exists in a vacuum, and few have the capacity to make large-scale investments on their own. Reaching out to other communities greatly expands potential for sharing services and identifying opportunities to collaborate on large-scale projects that can benefit the entire region.

- ⇒ **Action:** Develop and implement an annual or semi-annual meeting format for communities along the Lake Erie shoreline to meet and discuss challenges and solutions on issues.

**Goal G3: Provide consistent and efficient code enforcement.**

The challenges around code enforcement can be complex. Even people who never directly interact with their code enforcement officer can be impacted visually and economically by the existence of properties in the community in disrepair, making this a hot-button issue for many communities. Community

members in the Town identified the run-down appearance of buildings as one of the top issues facing Portland, and code enforcement was among the lowest rated of the Town services. Portland's immediate challenge is to provide more effective code enforcement.

**Tier I Strategy:**

**G3A. Coordinate code enforcement efforts with Village of Brocton.**

More effective and efficient code enforcement may be accomplished by sharing services between the Town and the Village, which can help expand both communities' enforcement capacity while improving consistency of enforcement between the municipalities. Keeping residents informed of property code is a customer service strategy that establishes expectations and improves perceptions of fairness in code enforcement.

- ⇒ **Action:** Initiate a meeting between Town and Village of Brocton officials to explore potential for a shared services agreement for combined Town and Village Code Enforcement.
- ⇒ **Action:** Create a means of sharing property code information in a "Did you know....about code" format for distribution to residents via Town newsletter and website, news releases, and social media.

**Tier II Strategy:**

**G3B. Develop staffing levels required to provide adequate levels of active code enforcement.**

- ⇒ **Action:** Assess current staffing needs based on case load, time demands and community support for additional code enforcement activities.

**Goal G4: Ensure that Town citizens are adequately served with public services.**

About half the residents who participated in the survey, focus

groups and meetings expressed satisfaction with the Town as a place to live. Nearly 30% were neutral on their level of satisfaction. If Portland is to achieve its vision of developing as a bedroom community, a worthwhile goal is to improve level of satisfaction of current residents. Strategies to facilitate more involvement and two-way communication between the Town and its residents can help to ensure that Portland is responsive to the needs of its citizens.

### **Tier I Strategies:**

#### **G4A. Provide information about public services through a wider variety of available forms of media.**

Keeping residents informed in an age of diverse media options is a challenging task, but an important one. The Town website should be the priority for updating information and news. From there, linking news to social media and sending the information as press releases to traditional media outlets is a relatively simple task.

- ⇒ **Action:** Create and maintain an up-to-date information portal on the Town website, send Town “news” items to citizens through an email list serve, and social media sources such as Facebook and Twitter.
- ⇒ **Action:** Continue to utilize local newspaper and radio for public service announcements and press releases.
- ⇒ **Action:** Provide important public information to local public access points and areas of public gatherings, i.e. - Post Office, American Legion, Convenience Store, Library, School, Van Buren community center, etc.
- ⇒ **Action:** Implement a Reverse 911 system to alert Town residents of threats to public safety.

#### **G4B. Encourage citizen participation at Town Board meetings.**

While it is often stated that citizen input can be messy, it can also be valuable. Residents of Portland shared many thoughts and opinions during this plan’s public input process, and the Town can work to benefit from the ideas and energy of its greatest

resource: people.

- ⇒ **Action:** Hold some Town Board meetings at selected public sites in other areas within the Town.
- ⇒ **Action:** Develop a citizen/organization contact email list serve through the Town website to notify residents of upcoming meetings and agendas.
- ⇒ **Action:** Create and manage social media (Facebook/Twitter) to share information and enable citizen dialog.

**G4C. Develop simple mechanisms for citizens to provide feedback to government offices regarding public services.**

Much in the way that people have preferences in how they receive information, they have different levels of comfort with providing input or feedback. Residents may be reluctant to speak out at a meeting, or physically unable to attend a meeting. Offering different means for feedback can engage more residents, and periodically soliciting feedback in the form of “customer surveys” may prove useful as well.

- ⇒ **Action:** Provide a “feedback” form on the Town website.

**Goal G5: Address concerns with property assessments.**

Much discussion has occurred at the Town level regarding the accuracy of the equalization rate established by the State for property tax purposes. The subject is further complicated by the need for Town Officials to negotiate their way through State channels to solve the issue. Maintaining an updated valuation of property in the Town would eliminate the current issue but many fear it would create issues of its own.

**Tier I: Strategy**

**G5A. Maintain fair and equitable property assessments.**

With portions of the Town having new development occur, it is important to balance the Town’s tax burden in a fair and equitable manner.



- ⇒ **Action:** Work with the State Office of Real Property Services to ensure that the equalization rate is accurate.
- ⇒ **Action:** Develop a fiscal plan to budget for potential future town-wide revaluation.
- ⇒ **Action:** Support the efforts of the Town Assessor to maintain up-to-date assessment records.

#### **Tier II Strategy:**

**G5B. Explore the compensation, possibly in the form of sharing services, to the Town from New York State for State properties that are tax exempt.**

With key tracts of property in the Town of Portland consumed by tax-exempt entities owned by New York State, the Town stands to benefit from finding creative ways to work together to receive services in lieu of tax payments.

- ⇒ **Action:** Explore sharing of services or other creative means of compensation to the Town for tax-exempt properties.

**Goal G6: Update municipal zoning code to reflect community development priorities.**

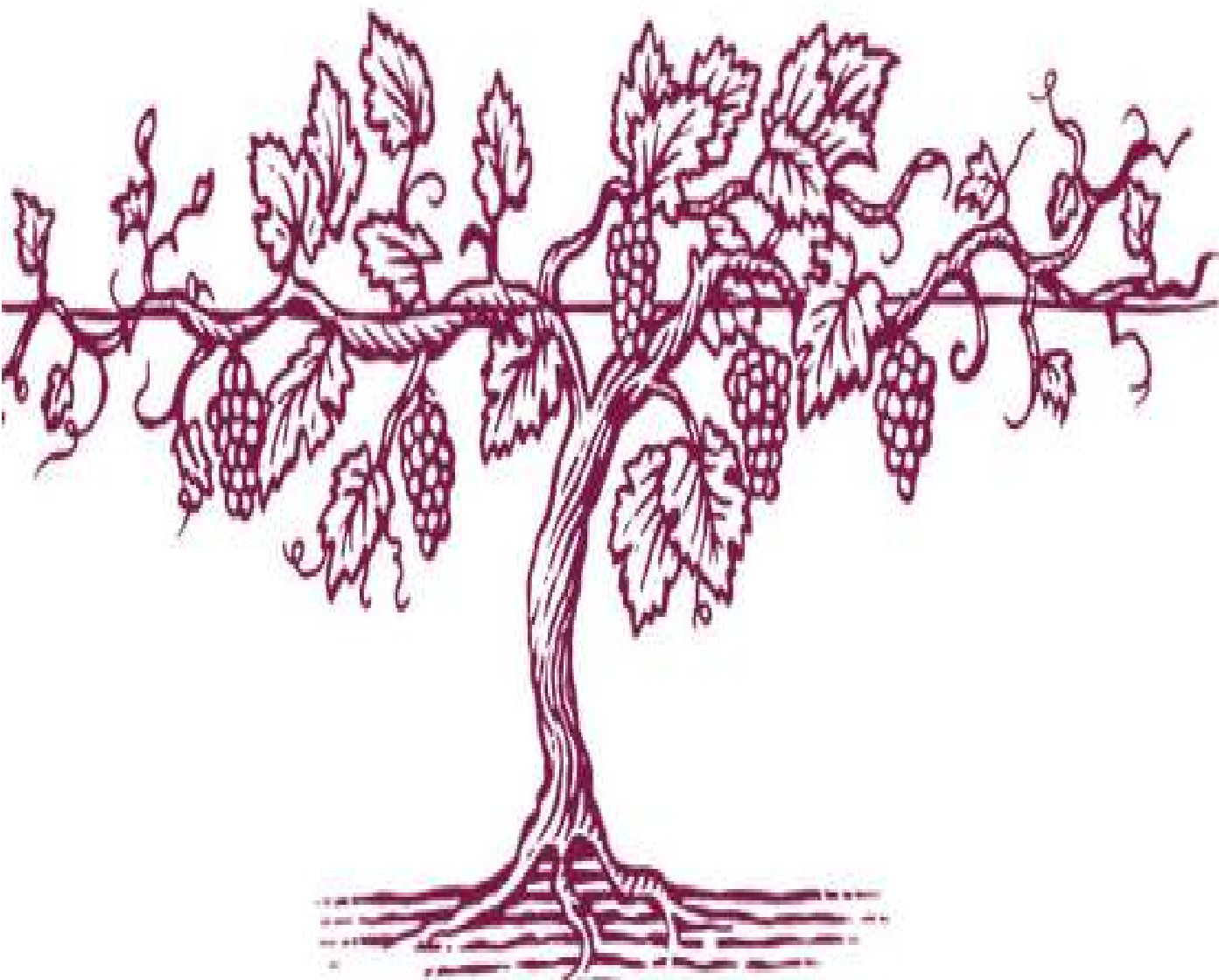
We live in a rapidly changing world. Today we have cell phones and TV dishes that are only 3 feet in diameter. Without timely review, how can our codes fairly govern such changes? A zoning code should be fully reviewed every five years according to the American Planning Association. Portland's has had amendments but has not been fully updated in decades.

#### **Tier II Strategies:**

**G6A. Encourage joint Planning Board and Zoning Board of Appeals meetings to review the Town Code and Zoning Code and identify areas to revise, update, and improve.**

- ⇒ **Action:** Update Town Zoning Code.
- ⇒ **Action:** Update Town Administrative Code.

*Communities seldom stand still;  
they are continually growing,  
changing, and evolving as places of  
human interchange and capital investment.*





## Natural Resources

Much of what residents and visitors love about Portland is centered on its natural resources: rich soils well-suited to growing grapes, Lake Erie, scenic views, densely wooded hillsides, and open spaces. Looking out at the wide expanses of woods, fields, and water, it is hard to imagine that any of these resources might be fragile or limited, yet they are all intertwined and under near-constant threat from both human activity and nature itself. Damage to even one component of this ecosystem cannot only impact the natural ecosystem but also has the potential to impact the community and local economy. Local government plays a key role in protecting natural resources and has a vested interest in retaining or even enhancing the value these resources bring to the community.

The Town of Portland can protect and preserve natural resources through land use decisions; preservation of lands for public use; creating zoning standards that help minimize environmental impacts; and by requiring environmentally sound management practices of its own property. As a municipal entity in New York State, Portland has the power to require protective measures to, among other things, maintain soil and water quality, limit ero-

*Small town/rural atmosphere, the lakefront, scenic areas, open spaces, and agriculture were identified as the top five community strengths on the survey...*

sion, and protect viewsheds. To be effective such laws and policies must not only balance the need for humans to use the resource but must educate them regarding the negative impacts such use may cause if used incorrectly. This should not be a difficult task, because many already recognize and appreciate the value of the natural resources in the Town.

Why are such steps important to the Town? Lake Erie, one of the Town's most distinctive natural resources, draws both seasonal and year-round residents who understand that the enjoyment and value of their property hinges on a healthy lake environment. During the community survey process, town residents, including many from the lakefront area, cited natural resources as one of the top three reasons for living in the Town of Portland. Small town/rural atmosphere, the lakefront, scenic areas, open spaces, and agriculture were identified as the top five community strengths on the survey, and the quality of the environment was considered by residents to be the third most important factor in making Portland a desirable place to live.

### **NATURAL RESOURCES STRATEGIES & ACTIONS**

#### **Goal N1: Promote and preserve the natural beauty of the landscape for residents and visitors.**

With a landscape that varies from wide-water views to fertile vineyards to steep wooded hillsides, Portland residents realize that there is benefit not only in maintaining the landscape, but in promoting and sharing it with a wider audience.

#### **Tier I Strategy:**

**N1A. Coordinate with Lake Erie Concord Belt Heritage Area Management Plan, Lake Erie Wine Trail, and the Chautauqua County Greenway Plan to promote areas of interest in the Town.**

Much of the regional planning that has taken place in recent years has focused on similar issues and opportunities to those facing Portland, a desire to take better advantage of our region's assets. These plans offer guidance that is more specialized than what is included in Portland's Plan. Coordinating with regional



*Portland's landscape features are an asset worthy of protection and promotion.*

plans broadens the scope of opportunities available across communities, and allows Portland and other towns and villages to take advantage of regional promotional and development efforts.

⇒ **Action:** Include areas of interest on trail maps developed by the Lake Erie Concord Belt Heritage Association and Chautauqua County Trail maps.

### Tier II Strategy:

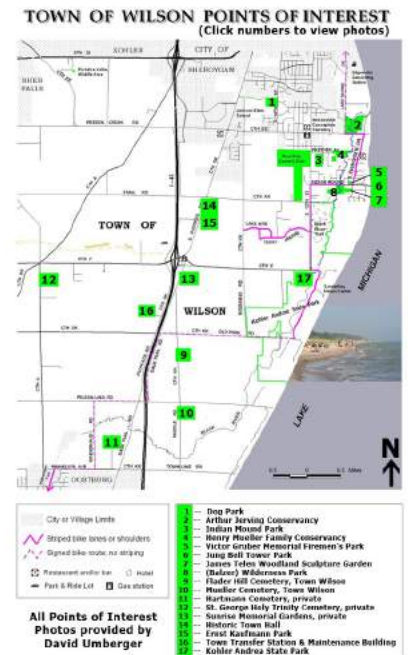
#### **N1B. Develop a community “Points of Interest” map and make it available for residents and visitors.**

Portland can benefit from identifying what is unique in the Town. Regional plans will take advantage of the wineries, the grape industry, and the larger trails, but it is up to Portland to identify what the “hidden gems” of the Town are that can also be promoted. This strategy should coordinate the natural features of interest with the historical and recreational points of interest. Sharing these points of interest allows residents to take pride in what the town offers and can increase appreciation and support for preserving them, while giving visitors, who may be just passing through to see Luensman Park or a winery, more reasons to stay and explore what the Town has to offer.

⇒ **Action:** Inventory, map and identify significant natural features and use on-site signage to increase public awareness and foster appreciation for these natural resources.

#### **Goal N2: Enhance and preserve the key scenic views within the Town.**

The Town of Portland’s scenic views should not be underestimated as a valuable natural resource. Thousands of people visit the Luensman Overlook Park in the Town, but there are countless other spots offering iconic views of the vineyards and of Lake Erie. Views are, however, subject to change over time. The construction of buildings, homes, or roads can impact views, but just as often changes in the natural environment such as the growth in height and width of a tree canopy, can change or even block a view over time.



*The Town of Wilson in Sheboygan County, WI, includes a downloadable “Points of Interest” map on their website.*

*“...scenic vistas and viewsheds are often destroyed during rapid change, both in the natural and built environments. Identification and protection of these assets is important.” from Scenic America, www.scenic.org*



*Views such as this one from Luensman Overlook Park can be threatened by overgrowth of vegetation or by new development within the viewshed.*

**Tier I Strategy:**

**N2A. Develop a maintenance plan to preserve and enhance scenic views in existing public parks.**

The natural growth of vegetation has the capacity to diminish, or even obliterate scenic views. Regular maintenance of trees and shrubbery can become necessary in order to protect important views.

⇒ **Action:** Work with Chautauqua County Park staff and volunteer organizations to improve and maintain the scenic view points at Luensman Overlook Park.

**Tier II Strategies:**

**N2B. Identify and map key long scenic views to Lake Erie and other aesthetic attractions.**

Determining exactly where the key scenic views of picturesque landscapes in the town are located, including both the vantage point and what is being viewed, is a necessary step to taking action to preserve these views. Particularly scenic or interesting views identified in this inventory process should also be added to the points of interest maps developed by the Town.

⇒ **Action:** Prepare an inventory of scenic resources within the Town.

⇒ **Action:** Promote Route 5 (Seaway Trail) as a scenic drive along Lake Erie with a series of destination points that focus on Lake Erie State Park.

⇒ **Action:** Develop Route 20 as a scenic drive that includes concentrations of activity and coordinated design components and links with neighboring communities.

**N2C. Create development standards that allow key viewsheds to remain unimpeded.**

Design guidelines and review processes that take into account height, landscaping, siting, or other elements to help minimize the impact of a project on the viewshed. Zoning laws that limit the height of buildings based on their proximity to a designated

viewshed are an effective way of preserving scenic vistas. Overlay zoning within a viewshed may be used to place additional restrictions to protect views for public enjoyment.

⇒ **Action:** Amend site plan review and zoning code to include viewshed protection elements.

### **Goal N3: Protect the environmental resources of the Town.**

When natural resources are lost or degraded, they range from difficult to impossible to recover and costly to remedy, if a remedy or recovery is even feasible. The Town's grape growers recognize the importance of maintaining the environmental resources which provides good conditions for growing grapes, such as soil and water availability: their livelihood depends on it. Many of the residents who provided input to this plan expressed the belief that environmental resources were valued and that the strategies to protect the Town of Portland's environmental resources can be viewed as meeting two needs, some of which are overlapping. First is the need to minimize and manage environmental impacts from threats that the Town of Portland has little control over, such as flooding or other weather-related events. Second is the need to establish a set of policies and practices which ensure that actions, from simple ditch-cleaning to new home construction, do not adversely impact the local and regional environment. Guidance for addressing both is readily available from Federal, State, and regional agencies, as well as not-for-profit organizations who work to protect natural resources.

#### **Tier I Strategies:**

#### **N3A. Enhance floodplain and wetlands management to comply with state and federal requirements.**

The Federal Emergency Management Agency and other state and federal agencies have not only identified and mapped floodplains and wetlands, but also have placed requirements and limits on development within those areas. These requirements and limits are put in place to protect the public's interest.

*It is important to establish a set of policies and practices which ensure that actions, from simple ditch-cleaning to new home construction, do not adversely impact the local and regional environment.*



*Minimizing impacts of flooding is an important strategy for protecting the Town's natural resources.*



Portland's natural areas should be protected.

*The Chautauqua County Soil and Water Conservation District can be a helpful partner in addressing a broad spectrum of resource concerns: erosion control, flood prevention, water conservation and use, wetlands, ground water, water quality and quantity, nonpoint source pollution, forestland protection, wildlife, recreation, waste water management and community development.*

⇒ **Action:** Manage development within floodplains as mapped by the Federal Emergency Management Agency and wetlands as identified by state and federal agencies.

**N3B. Adopt policies to maintain optimum quality of soils, water, Lake Erie shoreline, wooded areas and significant habitats.**

Residents repeatedly expressed how highly they value natural features and natural resources, and see them as key assets of the Town of Portland. Enacting and enforcing local policy addressing these assets is an important part of a larger strategy for maintaining and even improving the Town's key natural features.

⇒ **Action:** Adopt policies to protect these natural resources, including limiting capital improvements that might lead to development or degradation.

⇒ **Action:** Seek assistance from state natural resource agencies during development reviews to assess impacts on sensitive natural areas.

**Tier II Strategies:**

**N3C. Develop and implement policies that protect groundwater and surface water resources from contamination.**

Because contamination of groundwater and surface water can be tremendously costly to remedy, the Town must be proactive in protecting these resources. In addition to State or Federal regulations, developing and implementing local policy allows the Town to customize policies to best meet its unique needs in protecting its own waters.

⇒ **Action:** Participate in regional organizations, such as the Lake Erie Management Commission, which promote water quality initiatives that benefit fishing, boating, water recreation and water use for municipal water supply.

⇒ **Action:** Develop and adopt an erosion and sedimentation control ordinance.

⇒ **Action:** Work with the County Soil and Water Conservation District to implement improved and protective road side ditch cleaning practices that will lessen or prevent erosion



and pollutant runoff.

- ⇒ **Action:** Work with the Lake Erie Management Commission to develop a Lake Erie Watershed Management Plan (LUPA).
- ⇒ **Action:** Develop zoning regulations which specifically protect water quality in the event of fracturing shale for natural gas wells.
- ⇒ **Action:** Amend site plan review to ensure that all site development requirements include standards for Best Management Practices (BMPs) to minimize soil disturbance, erosion, and stormwater runoff; and ensure that those standards are met (particularly in lakefront and streamside areas) through erosion run off abatement procedures and limits on percentage of lot coverage with impervious surfaces.

### N3D. Protect natural drainage and stream corridors and watersheds.

Protecting streams and watersheds not only helps to maintain water quality downstream, but can also help prevent costly situations such as flood damage and erosion-related issues. Good water and stream quality is a valuable resource that is costly and sometimes impossible to remedy once damage is done. Threats to water and stream quality in the Town range from failing rail trestles to certain agricultural practices to development along stream corridors and wetlands and more.

- ⇒ **Action-** Encourage the protection of riparian corridors with the use of buffer strips along streams and shorelines.
- ⇒ **Action:** Maintain updated maps delineating New York State Department of Conservation stream classifications for the Town and Village.
- ⇒ **Action:** Identify practices or conditions posing a current or potential threat to the quality of Town waterways, and work to reduce or eliminate threats to water and stream quality.
- ⇒ **Action:** Enact protective zoning and site plan review regulations such as development setbacks from streams, wetlands, and lakes.



*This eroding culvert poses a threat not only to stream quality, but to the Rail-to-Trail which passes over it. Photo Credit: Chautauqua Rails to Trails.*

⇒ **Action:** Work with individual land owners to address erosion issues in high-priority sites along stream corridors.

### **Goal N4: Preserve open space.**

Open space, along with landscape, scenic areas, and the rural nature of the community were recurrent themes of what people appreciate about the Town of Portland and what makes Portland a desirable place to live. Without some oversight, threats to open spaces in Portland are likely to happen slowly: over time, one new house here and another there will gradually erode the amount of scenic open spaces that residents and potential residents value so highly.



*The Cornell Lake Erie Research and Extension Lab's solar arrays generate about 30% of the electrical energy used by the Lab.*

#### **Tier I:**

#### **N4A. Update the zoning code to maintain open space.**

Portland's residents identified time and time again that they value Portland's open spaces and the rural nature of the community. The zoning code is an important tool for maintaining open spaces where it makes the most sense to do so.

- ⇒ **Actions:** Develop and adopt zoning code to maintain appropriate lot sizes for residential development specific to each zone.
- ⇒ **Action:** Encourage cluster development to maintain optimum open space through site plan review.
- ⇒ **Action:** Review and update Town zoning code and zoning map to channel commercial and industrial growth to in-town, infill locations and away from sensitive habitat areas, conserving open space while encouraging economic and job growth.

### **Goal N5: Encourage the use of green energy.**

Like much of the United States in recent years, there has been interest on the part of Town residents to explore green energy sources. This interest may be driven by environmental concerns, increasing costs of traditional energy sources, or a desire to be able to live self-sufficiently "off the grid" if necessary. As the technology improves and costs of green energy decrease,

these solar, wind, geo-thermal or other energy sources will be more attractive to homeowners and the Town should be ready to welcome and encourage their use.

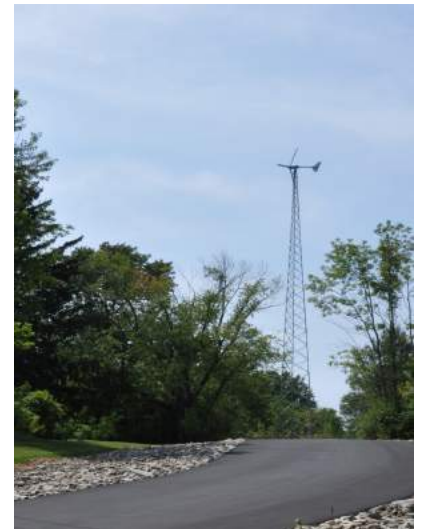
**Tier II Strategy:**

**N5A. Encourage the development of distributed wind, solar and geothermal energy projects.**

Small-scale distributed wind energy is used at or near where it is generated, as opposed to wind power from wholesale generation, where power is sent to consumers via transmission lines and substations. Employed by households, schools, farms, industrial facilities and municipalities, distributed wind doesn't only refer to small-scale turbines; it includes any size turbine or array of turbines that generates power for local or on-site use.

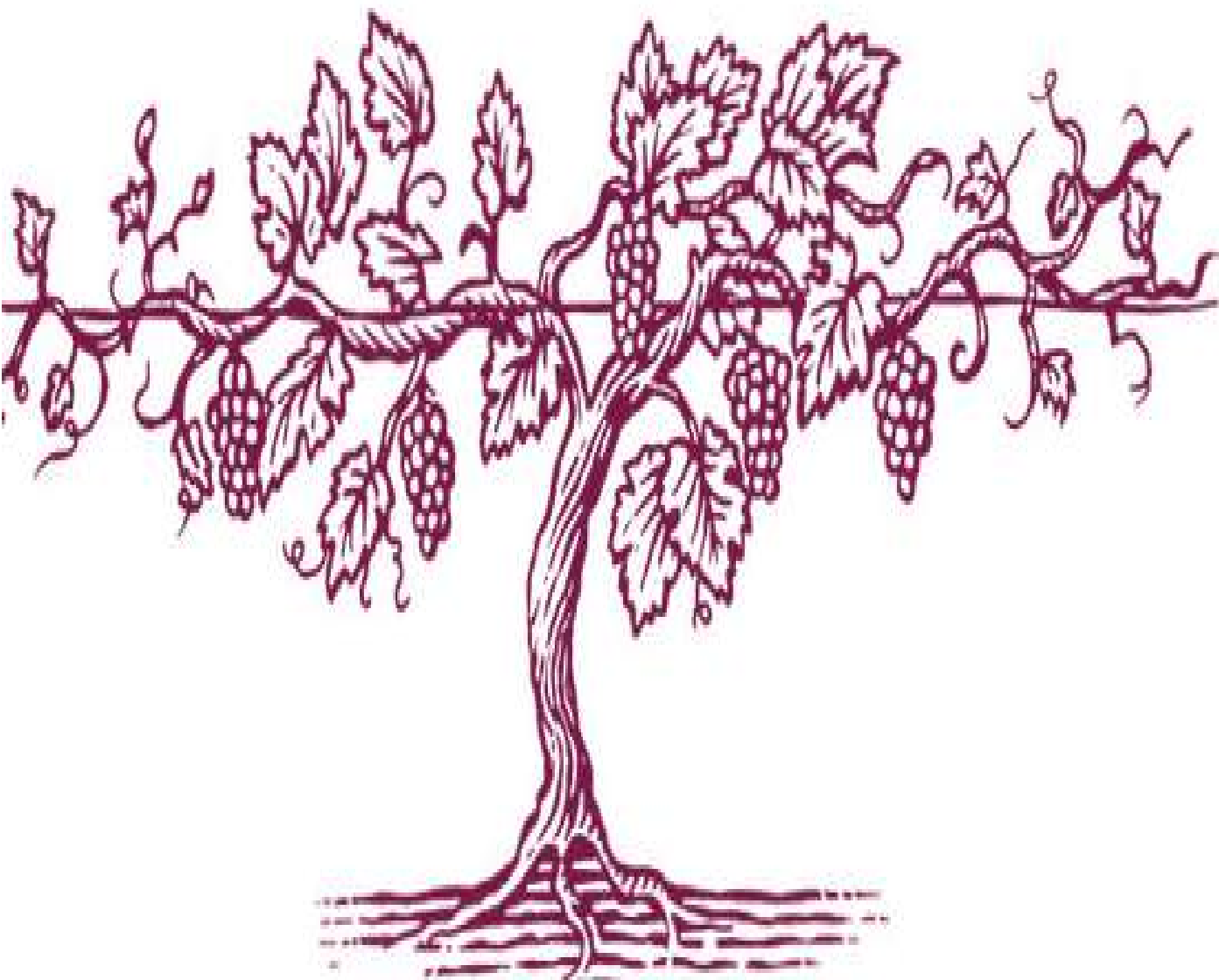
The picture to the right is an example of a distributed wind energy system. A larger example, which is still considered distributed wind energy, is now located at the Westfield exit on I-90.

⇒ **Action:** Develop and adopt Town policies, incentives and local laws for residential and commercial green energy development.



*Development of green energy, such as this residential windmill, should be encouraged in the Town of Portland.*

*Communities seldom stand still;  
they are continually growing,  
changing, and evolving as places of  
human interchange and capital investment.*





## Infrastructure

Running water, electricity, roads, and bridges, like most infrastructure, are generally taken for granted until they are not available. Then, we boil or buy water, dig around for flashlights, and take detours until things are fixed. Once repaired, we quickly go back to taking these amenities for granted.

Development and maintenance of infrastructure is among any community's most costly undertakings, yet is critically important to keeping the Town of Portland a safe, attractive, and livable community. The challenge facing Portland is balancing cost of infrastructure expansion and improvements with the benefit to the community. Benefits can be tangible, such as new development that brings more jobs or more residents and increases the tax base. More often the benefits are less tangible although, arguably, equally important. These might include a safer and healthier community and a general high quality of life. Even when the benefits of infrastructure improvements appear positive in the short term, they need to be carefully analyzed for the long-term impacts including ongoing maintenance, replacement, and potential environmental impact over time.

## INFRASTRUCTURE STRATEGIES & ACTIONS

**Community Vision:** A community where residents and the Town work together to deliver high-quality services in an efficient manner, affording a high quality of life at a reasonable cost.

### **Goal I1: Extend infrastructure to unserved areas where financially viable- (Water, Sewer, Cable TV service, high speed internet.)**

As the recently-completed project that brought municipal water to the Lake Erie lakefront area of the town demonstrates, extending infrastructure like water or sewer can be a wise investment which pays for itself through increased property values and new development. Infrastructure improvements may also serve to reduce environmental impacts and public health risk. Investment in infrastructure can serve to guide development to desired or appropriate areas, but consideration needs to be given regarding whether the potential demand for building in those areas is great enough to offset the initial and ongoing cost to the Town of building and maintaining that infrastructure. Over 50% of survey respondents felt that upgrading or developing water, sewer, sidewalks, and the Town Park were “important” or “very important” actions for the Town to take.

#### **Tier I Strategy:**

##### **I1A. Continue to engage in regional efforts to expand or develop infrastructure, such as the Chadwick Bay Regional Development Corporation.**

Local municipalities share similar fiscal and infrastructure maintenance issues. Cooperative efforts to develop regional infrastructure such as water can help communities take advantage of economies of scale that they cannot achieve on their own, while reducing the burden of ongoing operational and maintenance costs of such infrastructure.

⇒ **Action:** Continue participating in regional efforts to improve infrastructure.

*The Chadwick Bay Regional Development Corporation was incorporated in 2003 to promote economic and infrastructure development projects of regional significance.*

**Tier II Strategy:**

**I1B. Identify areas of the Town where potential infrastructure investment for residential growth is feasible, does not impact prime agricultural soils, avoids cliff banks or wetlands, and meets relevant zoning requirements.**

Minimizing the effects of development on the environment, scenic rural nature, and budget of the Town is a key strategy for smart growth within Portland. Residents value the natural features of the Town, and in fact cite these features as among the top three reasons for living in the Town of Portland. It simply makes sense to protect these, and simultaneously avoid the excess costs associated with developing more sensitive or fragile areas.

⇒ **Action:** Promote residential development in areas adjacent to existing development to minimize financial impact on the Town's infrastructure while maintaining the rural character of the Town.

**I1C Identify high-speed broadband needs in the community and work with providers to ensure that low-density areas are served.**

A growing number of Town of Portland residents report telecommuting or internet-based self-employment. In order to promote the type of home-based entrepreneurial and employment opportunities that residents of the Town desire, reliable, high-speed internet access throughout the Town is essential. This type of connectivity also makes the Town more desirable as a bedroom community, as families increasingly rely on high-speed internet for communications and entertainment.

⇒ **Action:** Designate a Town official or board member as a communications liaison to identify broadband needs.

**Goal I2: Enhance recreational opportunities in the Town of Portland.**



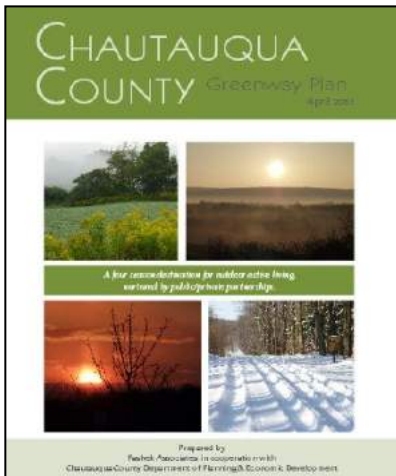
Portland's quiet and scenic back roads are popular for cycling.

Well-maintained parks and trails offer numerous benefits to communities as places to play, exercise, relax, gather, and enjoy. Parks and trails are finding renewed popularity with amenities and activities designed for different ages and user groups, such as the concerts in the Park already in place in Brocton's Village Park, or Jamestown's Fitness in the Park program. These don't need to be costly. Jamestown uses a public-private partnership to offer the Fitness in the Park program. Jamestown Audubon Center and Sanctuary has offered a walking field trip training, allowing any outdoor location to become a nature learning opportunity. Recreational opportunities are not limited to parks and trails: over the course of the summer thousands of long-distance cyclists travel through Chautauqua County along Route 5, and hundreds if not thousands more are taking advantage of cycling the quiet and scenic back roads of the Town while visiting the area, suggesting another recreational opportunity that could be further developed.

### **Tier II Strategy:**

**I2A. Form a recreation advisory committee representing various ages and user groups to make recommendations for recreational activities, enhancements to parks and trails, or development of additional recreational facilities as needed.**

The many recreational assets existing within the Town of Portland offer an advisory committee a strong starting point. These include the trails in local parks, the segments of Chautauqua's Rail Trails, good playgrounds, ball fields, snowmobiling, and excellent road bicycling. The Chautauqua County Greenway Plan includes recommendations relevant to the Town of Portland, such as expanding on the existing Rail Trail from Brocton to Dunkirk, and creating a trail from Brocton to Bear Lake. Building upon existing plans and developing a basic strategic plan for the Town's own recreational assets should prove a worthwhile step when it comes time to request capital expenditures, or to submit a competitive funding application. <http://www.planningchautauqua.com/?q=content/greenways-plan>



Chautauqua County's 2012 Greenway Plan includes recommendations for the Town of Portland.



- ⇒ **Action:** Establish a trail committee to implement recommendations of the 2012 Chautauqua County Greenway Plan.
- ⇒ **Action:** Maintain membership in, and appoint a liaison to, Chautauqua County Rails to Trails.
- ⇒ **Action:** Map recreational bicycle routes linking key destinations within the Town and connecting to State and County bicycle routes, and promote these on the Town web-page.
- ⇒ **Action:** Map and promote safe and enjoyable walking routes in the Town.

**Community Vision: A community where residents and the Town work together to deliver high-quality services in an efficient manner, affording a high quality of life at a reasonable cost.**

#### Tier II Strategy:

#### **I2B. Improve public parks by working cooperatively with other municipalities, parks organizations, local officials, school, and community groups.**

From installing equipment to maintaining parking areas, ball courts and fields, local parks offer the same types of opportunities for informal sharing of services as do road projects. Parks are also a natural for community involvement. Getting the community and youth groups involved in playground builds and clean-up days gives residents ownership of the park, which can help to reduce incidences of vandalism. More formal “Friends of” or “Adopt a Park” programs can help to further engage the community in operations and investments of local parks. Finally, developing a basic strategic action plan for parks and trails which are under the Town’s control is important to guide the town’s efforts, and can direct community involvement and future funding applications for park improvements. This plan should identify and prioritize maintenance needs and future upgrades or additions to the facilities.



*Route 5 is a designated New York State cycling route, and is popular with cross-country cyclists.*



*Parks and Trails New York is a state-wide advocacy group that promotes parks and offers technical assistance for development of parks and trails.*



*Parks and playgrounds offer opportunities for the community to get involved.*

- ⇒ **Action:** Develop a strategic action plan with public input for Town and Village parks.
- ⇒ **Action:** Form “friends-of” groups or “adopt a park” programs to help to maintain and enhance parks located in the Town of Portland.

**Goal I3: Maintain and ensure quality roadways to provide citizens a safe and efficient transportation system.**

Almost seventy percent of Town residents who responded to the community survey indicated being satisfied or very satisfied with highway maintenance and snow removal in the Town. While recognizing that certain roads within a Town are outside of Town’s control, maintaining Portland’s roadways in good condition is important to residents and visitors alike, sending a message to people traveling these roads about the overall quality and capacity of the Town’s public services.

**Tier I Strategies:**

**I3A. Work cooperatively with local, county and state highway departments to identify the need and locations for improvements to transportation rights-of-way.**

New York State is responsible for Routes 5, 20, and 380 in the Town of Portland. Designating a liaison to stay abreast of upcoming projects or maintenance involving these roads will help to ensure that Portland’s needs and interests are addressed when that work is in the early planning stages. County and local roads may benefit from users being able to easily alert Town Highway staff when a maintenance need becomes apparent, so that action can be taken to minimize damage to the roadway.



*Portland may benefit from designating a liaison to the NYSDOT.*

- ⇒ **Action:** Provide an improved mechanism by which residents can alert town highway employees to safety concerns or to areas needing repair or improvement.
- ⇒ **Action:** Designate a liaison to NYSDOT.

**I3B. Enforce existing standards for driveway access, storm water drainage, and utility improvements within town rights-of-way .**

⇒ **Action:** Update and/or create Town of Portland Highway Specifications.

**I3C. Follow the guidelines of the federal Manual on Uniform Traffic Control Devices (MUTCD) to properly delineate hazards and speed restrictions, and employ traffic calming measures and devices as appropriate with new development.**

Traffic calming measures have proven safety benefits for motorists, pedestrians, cyclists, and other users of the road system. Additional guidance is available from American Association of State Highway and Transportation Officials (AASHTO), and the Federal Highway Administration (FHWA) .

⇒ **Action:** Ensure that new development supports the community's desire to safely accommodate cyclists and pedestrians.

#### **Tier II Strategy:**

**I3D. Maintain and develop infrastructure to ensure that all residents may safely and enjoyably travel throughout the community regardless of travel mode.**

Complete Streets is a planning and road design principle that considers the needs and safety of all users and all travel modes. New York State Department of Transportation adopted a Complete Streets policy in 2012, and municipalities of all sizes across New York State have adopted their own policies to improve safety and functionality of local roads. Much of the work to make a street or roadway better and safer for all users can be done at little or no cost, when a road is undergoing repair or rebuilding. More information, along with sample policies from other municipalities across the State, can be found at: <https://www.dot.ny.gov/programs/completestreets>

⇒ **Action:** Implement a Complete Streets standard for the Town and Village.



*Enforcing standards within the Town's right-of-way helps to protect its infrastructure investment.*



*Future road reconstruction by New York State Department of Transportation should incorporate Complete Streets design on Route 20.*

⇒ **Action:** Install speed zone signage in areas where Amish buggies are likely to be present.

#### **Goal I4: Maintain and promote low cost electric to encourage business growth.**

**Community Vision:** A community that has revitalized its main street into an attractive, vibrant downtown center that provides goods, services and jobs for the surrounding community.

Power can make up a large percentage of the cost of running certain businesses, in particular manufacturing enterprises. Low cost electricity, combined with Portland’s convenient location, could be very attractive to businesses starting up or to existing businesses seeking to expand.

#### **Tier I Strategy:**

#### **I4A. Partner with Chautauqua County Industrial Development Agency and the Chautauqua County Chamber of Commerce to promote low cost electric to potential businesses.**

The community survey responses ranked a declining tax base and lack of industry in the Town as the 3rd and 4th biggest issues facing Portland, following taxes and run-down buildings. In an open-ended question, the top single thing people stated that they would change about Portland was “more economic development.” Active involvement with the CCIDA will allow Portland to be aware of potential opportunities for economic development while informing CCIDA staff and board members about opportunities or advantages that the Town of Portland can offer.

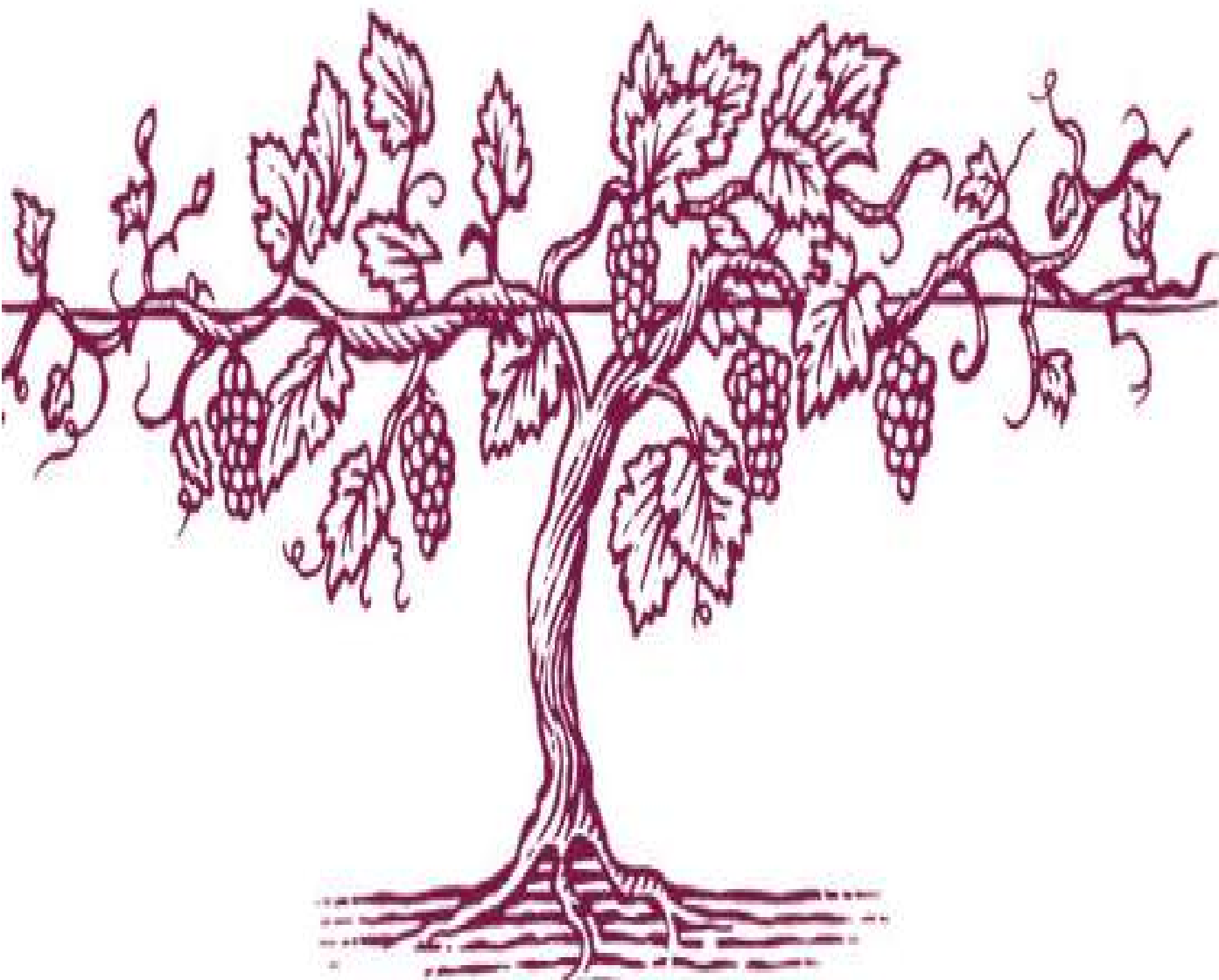
⇒ **Action:** Appoint a liaison to the Chautauqua County Industrial Development Agency (CCIDA).



*The City of Jamestown aggressively markets its low-cost electric rates.*

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*Communities seldom stand still;  
they are continually growing,  
changing, and evolving as places of  
human interchange and capital investment.*





## Implementation

Now that we have evaluated where we are today based on existing conditions, envisioned what we want to become, and identified the strategies and actions to take to get there, it's time to begin building our community through implementation of the plan. As with all plans, the changes effectuated within the Town will be incremental, that is, taken step by step over time. There are different types of actions to take. Some require financial resources, some require collaboration, some require further study, all require a commitment to improve our community. It is important as Portland embraces these changes to take the time to celebrate our successes as we go. A task accomplished today can provide the momentum to overcome the next challenge and carry out additional tasks.

While the Town Board is ultimately responsible for implementation of the Comprehensive Plan, various committees, volunteers, and local groups will play an important role in implementing the Plan. This chapter provides a framework to help the community get started, particularly during the initial 90-days after adoption of the plan. But implementation does not need to wait until after adoption. In fact, some projects that were identified may already be underway or completed.

OUR COMMUNITY  
BUILDING



Portland Town Hall

*The Priority Action Charts and the main tool for helping the community keep organized and focused on priority projects.*

Each year, the Town Council should hold a meeting to review the progress made on implementing the adopted Plan, and select actions to complete in the coming year. This progress report will help inform the people and committees involved in implementing the plan as well, as the general public, of the accomplishments achieved and what has yet to be completed. Creative ways of informing the community and celebrating the results of the hard work add fun to the process and keep citizens enthused about the positive changes in their home town.

## Our Tools

### Priority Action Charts – by Issue Area

There are seven Priority Action Charts, organized by the seven main issue areas of the Comprehensive Plan. The Priority Action Charts are the main tool for helping the community keep organized and focused on priority projects. As explained in the Chapter on Community Goals, the strategies identified have been prioritized into three tiers: Tier I - immediate priority projects / short term, Tier II - secondary priority projects / long term, and Tier III - other important projects / long term. The corresponding actions are then ranked as high, medium, and low based on community rankings. This system thus provides a focus for initial efforts, yet is flexible and does not preclude action on a project further down on the list should funding or resources become available for a particular project.

The first column of the Priority Action Chart indicates the Goal and Strategy by reference back to the description in the previous Chapter. A page reference assists in quickly finding the strategy and narrative. The second column lists the actions which have been organized into the three tiers. Under each action is a line to indicate a person or committee who could take the lead in the implementation of the action. The lead would be a Town Official (Town Supervisor, Town Clerk, Code Enforcement Officer, Highway Superintendent, or Tax Collector), the Town Board, the Planning Board, the Board of Assessment and Review, or committees that grow out of the Town Board Committee structure. The following committees that include Town Board members should be expanded to include other citizens to assist in the implementation of the actions: Youth, Parks and Historical,



Trash and Rubbish, and Joint Services.

Each action has been categorized into the following types of actions as indicated by letter in the fourth column “Type”:

**S: Study** – In some cases, there may need to be further inventory work or analysis to better understand an issue or resource.

**R: Regulatory** – Many actions involve writing new codes or reviewing existing codes to determine what amendments are necessary to implement the town’s adopted strategy. This category of action may also involve the application of existing or new regulations.

**C: Coordination or Collaboration** – Many actions involve coordinating or collaborating with other entities to make something happen. In some cases it may mean mobilizing citizens.

**P: Programmatic or Procedural** – A few of the actions involve establishing a standard procedure or integrating an additional step or steps into regular town business.

**I: Investment** – This action will require a financial investment; has a start and finish and will result in a tangible outcome such as a capital improvement to signage, a building, park, road or other physical item.

The fifth column provides an indication of relative Cost, indicated by the number of dollar signs. This estimate of anticipated expense will help the Town select projects each year in advance of the budget process. In many cases, particularly with the Regulatory or Coordination actions, there is minimal monetary cost. Very few of the actions proposed involve significant capital costs and often rely more on human effort. Recognizing the fiscal limitations within the Town’s budget, the emphasis of this plan has been on achievable actions that will not overburden the Town’s finances.

The final two columns, Initiated and Completed, are to assist in documenting the process of implementation. In order to track progress over time, the Town Board should begin review of the Action Plan each year in May or June. The Board can then be ready to include necessary discussions about the financing of selected projects as part of the budget process.



*Dollar signs indicate relative cost.*



*Review Action Plan each year in May or June.*

Strategy	People & Community Actions	Type	Ranking	Cost	Initiated	Completed
	<b>Tier I Actions: Immediate priority / short-term</b>					
C1A (p. 35)	Pass a property maintenance law that requires property owners to adhere to reasonable standards for items including but not limited to: junk cars, trash or other debris, elimination of standing water sources, exterior finish and structural integrity of buildings. Lead: Planning Board / Town Board	R	H	\$	I	C
C2A (p. 38)	Arrange for a once or twice per year collection of larger household items, electronics recycling, etc. Lead: Trash and Rubbish Committee	P	H	\$\$	I	C
C2A (p. 39)	Expand on the annual community clean-up day to include other areas of the Town, with assistance from the Town equipment and crews, volunteer organizations, and youth groups. Lead: Trash and Rubbish Committee	C	H	\$\$	I	C
C2A (p. 39)	Promote beautification efforts throughout the community by publicly recognizing citizen and commercial gardens and landscaping efforts. Lead: Town Board	P	H	\$	I	C
C3B (p. 43)	Hold at least one Town Board meeting per year in a lake-area location such as Van Buren's community center or Lake Erie State Park. Lead: Town Board	C	H	\$	I	C
C3B (p. 43)	Specifically invite participation from lake-area residents on planning committees for Town events. Lead: Town Board	C	H	\$	I	C
C5A (p. 45)	Provide updated CARTS information in Town newsletters and in a link on the Town web page. Lead: Town Clerk	C	H	\$	I	C
C5B (p. 46)	Continue identifying ways to support and involve the Seniors Group. Lead: Town Board	C	H	\$	I	C
C6B (p. 48)	Provide a map of historic structures and their significance on the Town website, and include these on a community "Points of Interest" map to increase awareness of and appreciation for Portland's history. Lead: Parks and Historical Committee	S	H	\$	I	C
C2A (p. 39)	Hold community walks with themes around the area's history. Lead: Parks and Historical Committee	S	M	\$	I	C
C2A (p. 39)	Encourage home improvement projects with certificates of recognition awarded by the Town Board/Village Board. Lead: Town Board / Village Board	P	M	\$	I	C
C2B (p. 39)	Create a quarterly or bi-annual town newsletter to be distributed electronically or with existing mailings. Lead: Town Clerk	P	M	\$	I	C

Strategy	People & Community Actions	Type	Ranking	Cost	Initiated	Completed
<b>Tier I Actions: Immediate priority / short-term - (cont.)</b>						
C2B (p. 39)	<i>Encourage citizens to automatically receive electronic copies of meeting agendas, info bulletins, and emergency notices by entering their e-mail address on the Town’s website.</i> Lead: Town Clerk	P	M	\$	I	C
C2C (p. 40)	<i>Consider joining with Brocton for enhanced Sheriff’s services throughout the Town.</i> Lead: Town Supervisor	C	M	\$\$\$	I	C
C2C (p. 40)	<i>Work with Sheriff’s Department to provide a neighborhood watch/farm watch training for interested residents.</i> Lead: Town Supervisor	C	M	\$\$	I	C
C3C (p. 43)	<i>Design and install gateway signage for both key entrance points and for various neighborhoods or parts of town, incorporating a Town logo.</i> Lead: Town Board / Highway Superintendent	I	M	\$\$\$	I	C
C4B (p. 44)	<i>Review zoning to ensure cottage industries and agricultural pursuits are allowed in areas with Amish.</i> Lead: Planning Board	R	M	\$	I	C
C6A (p. 48)	<i>Create a historic structure overlay to preserve the character of the property surrounding currently recognized historic structures.</i> Lead: Planning Board	R	M	\$	I	C
C6B (p. 48)	<i>Select a historic structure and what is known about its past to highlight in each Town newsletter.</i> Lead: Parks and Historical Committee	P	M	\$	I	C
CIA (p. 35)	<i>Develop zoning laws to regulate density in order to protect open space and the rural nature of the community.</i> Lead: Planning Board	R	M	\$	I	C
CIA (p. 35)	<i>Adopt a set of rural siting guidelines with suggestions and pictures.</i> Lead: Planning Board	R	M	\$\$	I	C
C2A (p. 39)	<i>Consider home improvement incentives to clusters of property owners for maximum impact and neighborhood development.</i> Lead: Planning Board	P	L	\$	I	C
C3A (p. 43)	<i>Identify a community volunteer with ties to the seasonal community to coordinate a listserv for interested residents.</i> Lead: Town Clerk	C	L	\$	I	C
C4A (p. 44)	<i>Meet quarterly with Amish Elders to discuss their concerns and inform them of community issues.</i> Lead: Town Supervisor	C	L	\$	I	C

Strategy	People & Community Actions	Type	Ranking	Cost	Initiated	Completed
	<b>Tier II Actions: Secondary priority / long-term</b>					
C1C (p. 36)	<i>Adopt viewshed protection measures including height, landscaping, siting, or other elements for zoning and site plan review.</i> Lead: Planning Board	R	H	\$		
C1C (p. 36)	<i>Encourage development to occur near existing infrastructure to minimize cost to taxpayers.</i> Lead: Planning Board	R	H	\$	I	C
C1C (p. 36)	<i>Promote clustering of home sites in agricultural areas to maintain farmland and open spaces.</i> Lead: Planning Board	R	H	\$	I	C
C1E (p. 37)	<i>Encourage community groups to raise funds to match for investment in street-scape amenities.</i> Lead: Town Board	C	H	\$\$	I	C
C2E (p. 41)	<i>Maintain formal shared use agreements with the Brocton School District for use of their recreational facilities.</i> Lead: Town Supervisor	C	H	\$- \$\$	I	C
C5C (p. 46)	<i>Consider expediting applications and reducing permit fees for developers incorporating universal design features.</i> Lead: Planning Board	R	H	\$\$	I	C
C6C (p. 48)	<i>Initiate a key historic structure survey. Technical assistance and resources can be found at the New York State Office of Parks, Recreation, and Historic Preservation.</i> Lead: Parks and Historical Committee	S	H	\$\$	I	C
C1B (p. 35)	<i>Ensure uses of appropriate size and type are allowed in districts where "bedroom community" development is desired.</i> Lead: Planning Board	R	M	\$	I	C
C1C (p. 36)	<i>Amend zoning code to preserve open spaces in the Town.</i> Lead: Planning Board	R	M	\$	I	C
C1D (p. 37)	<i>Create a brochure, web page, and video clip promoting the Town of Portland.</i> Lead: Town Supervisor / Town Clerk	I	M	\$\$	I	C
C1D (p. 37)	<i>Work with the realtor community to identify how to promote the Town to potential buyers/developers.</i> Lead: Town Supervisor	C	M	\$	I	C
C2E (p. 41)	<i>Seek resources to offer short-term community walking incentive programs.</i> Lead: Parks and Historical Committee	S	M	\$\$	I	C

Strategy	People & Community Actions	Type	Ranking	Cost	Initiated	Completed
	<b>Tier II Actions: Secondary priority / long-term (cont.)</b>					
C2F (p. 42)	Ensure that upgrades to Town Park offer amenities of interest to a variety of ages, interests, and abilities. Lead: Parks and Historical Committee	C	M	\$- \$\$\$	I	C
C5D (p. 47)	Consider budgeting for regular sidewalk maintenance as well as for funds to be set aside to match Federal or State grants for pedestrian-related improvements. Lead: Town Board / Highway Superintendent	P	M	\$\$\$	I	C
C1E (p. 37)	Work with property owners on a joint sidewalk replacement program to bring down the cost of installation of new sidewalk. Lead: Town Board	P	L	\$\$	I	C
C1E (p. 37)	Engage the Master Gardener program at Cornell Cooperative Extension to assist with a flower planting program. Lead: Highway Superintendent	C	L	\$	I	C
C2D (p. 41)	Consider supporting new events by providing liability insurance to event organizers as a rider to the Town's plan. Lead: Town Supervisor	P	L	\$\$	I	C
C2E (p. 41)	Explore offering "Fitness in the Park" classes modeled after those underway in the City of Jamestown and Village of Lakewood. Lead: Parks and Historical Committee	P	L	\$	I	C
C2F (p. 41)	Develop a Town Youth Board or expand on existing summer youth recreation committee. Lead: Youth Committee	C	L	\$	I	C
C4C (p. 45)	Consult with Amish residents who currently visit commercial areas of the Town to recommend location for, design, and construct parking for horses and buggies. Lead: Town Supervisor	C	L	\$\$	I	C
C5D (p. 47)	Explore a project to leverage purchasing power by combining individual sidewalk projects into one bid for services to decrease cost. Lead: Highway Superintendent	C	L	\$\$	I	C
	<b>Tier III Actions: Other important projects / long-term</b>					
C5E (p. 47)	Identify and promote possible "shovel ready" locations for senior housing. Lead: Planning Board	S	L	\$	I	C

Strategy	Economic Development Actions	Type	Ranking	Cost	Initiated	Completed
<b>Tier I Actions: Immediate priority / short-term</b>						
E1A (p. 54)	Establish a stakeholder's group to work with a Landscape Architect familiar with community corridor development to design a streetscape improvement plan. Lead: Planning Board	S	H	\$\$	I	C
E2B (p. 57)	Facilitate collaboration with Local Development Corporation (LDC) by holding regular joint strategy sessions with LDC, Village, and Town representatives. Lead: Town Board	C	H	\$	I	C
E3A (p. 58)	Review zoning to ensure that specified tourism uses are allowed. Lead: Planning Board	R	H	\$	I	C
E1A (p. 54)	Consult with a Department of Environmental Conservation forester or other professional and with New York State Department of Transportation to determine appropriate species and locations for tree planting throughout the Route 20 corridor. Lead: Planning Board	C	M	\$	I	C
E2A (p. 57)	Revise zoning as necessary to accommodate such small business, by listing small businesses as allowable use and identifying specific exceptions such as noise or nuisance. Lead: Planning Board	R	M	\$	I	C
E3A (p. 60)	Consider establishment of a small retail or food production (commercial kitchen) incubator in the business corridor. Lead: Town Supervisor	I	M	\$\$\$	I	C
E1A (p. 54)	Add links to the Town Website for property owners regarding appropriate species and placement of tree planting near the public right-of-way, and available incentive programs. Lead: Town Clerk	I	L	\$	I	C
<b>Tier II Actions: Secondary priority / long-term</b>						
E1C (p. 55)	Explore interim low-cost measures to secure buildings while improving appearance of vacant storefronts. Lead: Code Enforcement Officer	C	H	\$\$	I	C
E1C (p. 56)	Explore land bank opportunities for vacant or foreclosed properties. Lead: Town Supervisor	S	H	\$	I	C
E1C (p. 56)	Consider utilizing the local development corporation or partnering with a countywide development organization for commercial or residential property development. Lead: Town Supervisor	C	H	\$\$	I	C

Strategy	Economic Development Actions	Type	Ranking	Cost	Initiated	Completed
	<b>Tier II Actions: Immediate priority / short-term (cont.)</b>					
E1C (p. 56)	<i>Seek façade improvement funds.</i> Lead: Town Supervisor	S	H	\$	I	C
E4B (p. 61)	<i>Continue to implement recommendations of the Lake Erie Concord Grape Belt Heritage Area Management Plan.</i> Lead: Town Board	C	H	\$- \$\$\$	I	C
E4B (p. 61)	<i>Create a tourism map, including wineries, restaurants, Amish sales, parks and trails.</i> Lead: Town Clerk	I	H	\$\$	I	C
E1B (p. 55)	<i>Allocate funds or seek grant funding for a design charrette to determine the community's vision for the Rt. 20 corridor.</i> Lead: Town Supervisor	S	M	\$\$	I	C
E3B (p. 59)	<i>Identify, maintain, and publicize a list of prime properties for industrial development.</i> Lead: Town Clerk / Code Enforcement	S	M	\$	I	C
E3C (p. 60)	<i>Select most feasible site to make "shovel ready" for low-cost power and prepare site for pre-permitting.</i> Lead: Town Supervisor / Village Mayor	S	M	\$\$\$	I	C
E4A (p. 60)	<i>Develop wayfinding signage to Town attractions and recreational facilities.</i> Lead: Planning Board / Town Clerk	I	M	\$\$	I	C
E4A (p. 60)	<i>Coordinate the marketing of agri-tourism and other businesses along with festivals and Town events on a page of the Town website.</i> Lead: Town Clerk	C	M	\$	I	C
E4B (p. 61)	<i>Implement recommendations of the 2012 Chautauqua County Greenway Plan, such as: Enhancement of Seaway Trail Scenic Byway, A Brocton-Dunkirk Rail-Trail, and Brocton to Bear Lake Trail.</i> Lead: Town Board	I	M	\$\$\$	I	C
E4B (p. 61)	<i>Build upon efforts to improve the Route 5 experience (Seaway Trail).</i> Lead: Town Supervisor	I	M	\$- \$\$\$	I	C
E1B (p. 55)	<i>Incorporate recommendations in Randall Arendt's Visualizing Our Options: Creating a Better Future in site plan review for new development or redevelopment.</i> Lead: Planning Board	R	L	\$	I	C

Strategy	Economic Development Actions	Type	Ranking	Cost	Initiated	Completed
<b>Tier II Actions: Secondary priority / long-term (cont.)</b>						
E3B (p. 59)	<i>Appoint a liaison to maintain contact with the Chautauqua County Industrial Development Agency.</i> Lead: Town Board	C	L	\$	I	C
E4B (p. 61)	<i>Promote and expand the Chautauqua County Visitors' Bureau "World's Learning Center" branding effort.</i> Lead: Town Board	C	L	\$\$	I	C
<b>Tier III Actions: Other important projects / long-term</b>						
E4C (p. 61)	<i>Ensure that zoning allows for development of small-scale short-term lodging as a special use.</i> Lead: Planning Board	R	H	\$	I	C
E1D (p. 56)	<i>Design and install gateway signage for key entrance points and for various neighborhoods or parts of the Town, which incorporates the Town logo.</i> Lead: Highway Superintendent	I	L	\$\$\$	I	C





Strategy	<b>Agriculture Actions</b>					Type	Ranking	Cost	Initiated	Completed
<b>Tier I Actions: Immediate priority / short-term</b>										
A1A (p. 64)	<i>Review and update zoning code and revise to allow opportunities for farm-related uses in all zoning districts and to ensure they are farm friendly and can increase the viability of agriculture.</i> Lead: Planning Board					R	H	\$	I	C
A1B (p. 65)	<i>Work in cooperation with and promote the Lake Erie Wine Trail and Concord Heritage Area.</i> Lead: Town Supervisor					C	H	\$-\$	I	C
A1B (p. 65)	<i>Participate in and promote grape industry programs developed by Cornell Cooperative Extension.</i> Lead: Town Supervisor					C	H	\$-\$	I	C
A1B (p. 65)	<i>Develop and maintain a Town liaison with local grape grower cooperatives and Cornell's experimental station.</i> Lead: Town Board					C	H	\$	I	C
A1A (p. 64)	<i>Work with Cornell Cooperative Extension to provide agri-entrepreneurship and start-up programs.</i> Lead: Town Supervisor					C	M	\$\$	I	C
A1A (p. 64)	<i>Assist and support the efforts of 4-H to develop youth agri-business internship/shadowing programs.</i> Lead: Youth Committee					C	M	\$	I	C
A2A (p. 67)	<i>Identify opportunities to incorporate residential cluster development in the Agricultural district zoning code and site plan review requirements.</i> Lead: Planning Board					R	M	\$	I	C
<b>Tier II Actions: Secondary priority / long-term</b>										
A1C (p. 65)	<i>Develop a farmers market that features "locally grown" products.</i> Lead: Town Supervisor					I	H	\$\$	I	C
A1C (p. 65)	<i>Promote the sale of locally grown products at restaurants, festivals and schools.</i> Lead: Town Supervisor					C	H	\$\$	I	C
A2B (p. 68)	<i>Work cooperatively with Cornell Cooperative Extension, and the Chautauqua County Soil &amp; Water District, to identify areas with prime agricultural soils during site plan and conditional reviews.</i> Lead: Planning Board					C	H	\$	I	C
A2B (p. 68)	<i>Re-evaluate the Town's agricultural district boundaries.</i> Lead: Planning Board					R	H	\$	I	C

Strategy	Agriculture Actions					Type	Ranking	Cost	Initiated	Completed
	<b>Tier II Actions: Secondary priority / long-term (cont.)</b>									
A2C (p. 69)	Express the Town's support of these measures to elected officials at all levels of government. Lead: Town Board					C	H	\$	I	C
A1D (p. 66)	Create signage, which identifies and promotes the Town's agricultural heritage and present agricultural activities. Lead: Town Supervisor					I	M	\$\$- \$\$\$	I	C
A1D (p. 66)	Develop a satellite agricultural museum for Portland Agricultural history in coordination with the Lake Erie Concord Grape Belt Heritage Area Discovery Center. Lead: Town Supervisor / Museum Committee					C	M	\$\$\$	I	C
A1E (p. 66)	Participate in the Southern Tier West Food Hub development program. Lead: Town Supervisor					C	M	\$	I	C
A2B (p. 68)	Identify, develop and adopt "Smart Growth" principles into the zoning code that protects agricultural lands. Lead: Planning Board					R	M	\$	I	C
A2B (p. 68)	Consider enacting conservation subdivision requirements for development within an area that is designated agricultural. Lead: Planning Board					R	M	\$\$	I	C
A2B (p. 68)	Modify zoning within agricultural districts to help preserve remaining productive prime agricultural lands that exist within the Town for agricultural related purposes. Lead: Planning Board					R	M	\$	I	C
A2B (p. 68)	Use siting guidelines, such as the Dutchess County Rural Siting Guideline, to minimize the impact of non-agricultural development on prime agricultural lands by encouraging placement of homes, driveways, or other structures near property lines and/or on less productive soils within a parcel. Lead: Planning Board					R	M	\$	I	C
A1D (p. 66)	Participate in cooperative initiatives with the Lake Erie Concord Grape Belt Heritage Area Association. Lead: Town Supervisor					C	L	\$- \$\$\$	I	C
	<b>Tier III Actions: Other important projects / long-term</b>									
A1F (p. 67)	Develop and adopt an Agricultural Protection Plan. Lead: Planning Board / Town Board					S	H	\$	I	C

Strategy	<b>Agriculture Actions</b>		Type	Ranking	Cost	Initiated	Completed
	<b>Tier III Actions: Other important projects / long-term (cont.)</b>						
A1F (p. 67)	<i>Enforce the Chautauqua County Right-to-Farm law.</i> Lead: Town Board		R	H	\$	I	C
A1F (p. 67)	<i>Establish an Agricultural Advisory Committee to articulate and advocate for agricultural issues which affect Portland, and to establish and maintain productive relationships with local, regional and state agricultural associations such as Farm Bureau.</i> Lead: Town Board		C	M	\$	I	C
A1F (p. 67)	<i>Develop and adopt a local right-to-farm law.</i> Lead: Planning Board		R	M	\$	I	C
A1F (p. 67)	<i>Develop a public information campaign and educate local realtors about right-to-farm law.</i> Lead: Code Enforcement Officer		P	M	\$\$	I	C
A2D (p. 69)	<i>Explore the use of transfer and purchase of development rights within the Town of Portland.</i> Lead: Planning Board		S	M	\$	I	C



Strategy	Waterfront Actions	Type	Ranking	Cost	Initiated	Completed
	<b>Tier I Actions: Immediate priority / short-term</b>					
W1A (p. 73)	<i>Develop shoreline, Route 5 to the lakeshore, zoning requirements or development and siting guidelines that provide guidance on how to properly develop lots in a manner that maintains the lakefront's and corridor's character.</i> Lead: Planning Board	R	H	\$	I	C
W1D (p. 75)	<i>Amend site plan review and zoning code to include viewshed protection elements regarding height and other controls.</i> Lead: Planning Board	R	H	\$	I	C
W1D (p. 75)	<i>Preserve parcels with unique attributes for potential large-lot residential development.</i> Lead: Planning Board	R	M	\$\$	I	C
W1B (p. 73)	<i>Follow the Goals and Objectives and Byway-wide recommendations included in the Seaway Trail Byway Development Plan.</i> Lead: Parks and Historical Committee	C	L	\$- \$\$\$	I	C
W1C (p. 74)	<i>Review all development proposals in the Lake Erie "coastal zone," which is typically 1000 feet from the Lake Erie shoreline, for adherence to NYS Coastal Management Policies.</i> Lead: Code Enforcement Officer	R	L	\$	I	C
W1B (p. 73)	<i>Coordinate with State Highway maintenance crews to trim vegetation to maintain lake views from Route 5.</i> Lead: Highway Superintendent	C	L	\$	I	C
	<b>Tier II Actions: Secondary priority / long-term</b>					
W2A (p. 76)	<i>Establish a "Friends of Lake Erie State Park" group to work with Park officials on updating a Park Master Plan, improving the park, managing community relations, improving access, and promoting four-season use of the Park.</i> Lead: Parks and Historical Committee	C	H	\$	I	C
W2A (p. 76)	<i>Work with New York State Office of Parks, Recreation and Historic Preservation (NYS OPRHP) to establish a "Resident" pass program for Lake Erie State Park.</i> Lead: Parks and Historical Committee	C	H	\$	I	C
W2B (p. 77)	<i>Maintain list of appropriate properties, notify property owners of opportunities to reduce tax liabilities through conservation easements or property donations, request right of first refusal should properties come up for sale.</i> Lead: Town Supervisor	S	H	\$\$\$	I	C

Strategy	Waterfront Actions	Type	Ranking	Cost	Initiated	Completed
	<b>Tier II Actions: Secondary priority / long-term (cont.)</b>					
W2C (p. 77)	<p><i>Initiate discussions with NYS Department of Environmental Conservation and NYS Office of Parks &amp; Recreation to explore the development of a fishing access/small craft boat launch site in Lake Erie State Park or elsewhere in the Town of Portland.</i></p> <p>Lead: Parks and Historical Committee</p>	C	M	\$	I	C
	<b>Tier III Actions: Other important projects / long-term</b>					
W2D (p. 77)	<p><i>Identify potential locations for a suitable parking area and if not currently in the public right-of-way, pursue property acquisition.</i></p> <p>Lead: Highway Superintendent</p>	I	M	\$\$\$	I	C



Strategy	Government Services Actions	Type	Ranking	Cost	Initiated	Completed
	<b>Tier I Actions: Immediate priority / short - term</b>					
G1A (p. 80)	<i>Maintain budgetary funding necessary to authorize training offered by Southern Tier West, NYS Association of Towns, NYS Planning Federation, and other organizations for Town officials and employees.</i> Lead: Town Supervisor	P	H	\$\$	I	C
G1A (p. 80)	<i>Support and encourage the Assessor, Highway Superintendent, Code Enforcement Officer and Town Clerk to attend their local association meetings in order to share information and best practices with their colleagues from other Towns in Chautauqua County.</i> Lead: Town Supervisor	P	H	\$	I	C
G1A (p. 80)	<i>Encourage, and fund, the use of web-based training for specialized training not readily available within the local region.</i> Lead: Town Supervisor	P	H	\$\$	I	C
G2B (p. 83)	<i>Establish a schedule for Village Trustees and Town Board members to attend each other's meetings on a regular basis.</i> Lead: Town Board	C	H	\$	I	C
G2B (p. 83)	<i>Appoint two town and two village board members to a standing shared services committee.</i> Lead: Town Board / Village Board	C	H	\$	I	C
G2B (p. 83)	<i>Encourage School Districts serving residents in the Town to meet and discuss possible ways to share their services, improve efficiencies and reduce their tax rates.</i> Lead: Joint Services Committee	C	H	\$	I	C
G2B (p. 83)	<i>Develop a shared service newsletter, press release, or other mechanism to communicate previous successes and highlight efforts underway to explore shared services.</i> Lead: Joint Services Committee	C	H	\$	I	C
G3A (p. 84)	<i>Initiate a meeting between Town and Village of Brocton officials to explore potential for shared services agreement for combined Town and Village Code Enforcement.</i> Lead: Joint Services Committee	C	H	\$	I	C
G4A (p. 85)	<i>Continue to utilize local newspaper and radio for public service announcements and press releases.</i> Lead: Town Clerk	P	H	\$	I	C
G4A (p. 85)	<i>Provide important public information to local public access points and areas of public gatherings, i.e. – Post Office, American Legion, Convenience Store, Library, School, Van Buren community center, etc.</i> Lead: Town Clerk	P	H	\$	I	C

Strategy	Government Services Actions	Type	Ranking	Cost	Initiated	Completed
	<b>Tier I Actions: Immediate priority / short – term (cont.)</b>					
G4B (p. 86)	<i>Develop a citizen/organization contact email list serve through the Town website to notify residents of upcoming meetings and agendas.</i> Lead: Town Clerk	I	H	\$	I	C
G4C (p. 86)	<i>Provide a “feedback” form on the Town website.</i> Lead: Town Clerk	I	H	\$	I	C
G5A (p. 87)	<i>Work with the State Office of Real Property Services to ensure that the equalization rate is accurate.</i> Lead: Board of Assessment and Review	C	H	\$	I	C
G5A (p. 87)	<i>Develop a fiscal plan to budget for potential future town-wide revaluation.</i> Lead: Town Board / Tax Collector	S	H	\$\$\$	I	C
G5A (p. 87)	<i>Support the efforts of the Town Assessor to maintain up-to-date assessment records.</i> Lead: Town Board	P	H	\$\$	I	C
G1B (p. 81)	<i>Develop a citizen handbook, available in hard copy and on the Town website, indicating the responsibilities of each Town office, elected official, and employee in meeting the requests and needs of people.</i> Lead: Town Board / Town Clerk	I	M	\$	I	C
G1B (p. 81)	<i>Establish an employee training program that highlights the priorities of Town offices in serving residents and cross trains employees to be well-versed in the basics of each other’s key responsibilities.</i> Lead: Town Supervisor	P	M	\$\$	I	C
G2A (p. 82)	<i>Maintain active memberships in Chadwick Bay Regional Development Corporation, Southern Tier West, Concord Grape Belt Heritage Association and other related organizations.</i> Lead: Town Board	C	M	\$\$	I	C
G3A (p. 84)	<i>Create a means of sharing property code information in a “Did you know....about code” format for distribution to residents via newsletter, website, news releases, and social media.</i> Lead: Code Enforcement Officer	P	M	\$	I	C
G4A (p. 85)	<i>Create and maintain an up-to-date information portal on the Town website, send Town “news” items to citizens through an email list serve and social media sources.</i> Lead: Town Clerk	P	M	\$	I	C

Strategy	<b>Government Services Actions</b>	Type	Ranking	Cost	Initiated	Completed
	<b>Tier I Actions: Immediate priority / short – term (cont.)</b>					
G4A (p. 85)	<i>Implement a Reverse 911 system to alert Town residents of threats to public safety.</i> Lead: Town Supervisor	I	M	\$\$	I	C
G4B (p. 86)	<i>Hold some Town Board meetings at selected public sites in other areas within the Town.</i> Lead: Town Board	C	M	\$	I	C
G1B (p. 81)	<i>Conduct small customer satisfaction surveys occasionally to determine how well a service is being delivered and if the customer still values the service.</i> Lead: Town Supervisor	P	L	\$	I	C
G4B (p. 86)	<i>Create and manage current and emerging social media (Facebook/Twitter) to share information and enable citizen dialog and engagement.</i> Lead: Town Clerk	P	L	\$	I	C
	<b>Tier II Actions: Secondary priority / long-term</b>					
G2C (p. 83)	<i>Develop and implement an annual or semi-annual meeting format for communities along the Lake Erie shoreline to meet and discuss challenges and solutions on issues.</i> Lead: Town Board	C	H	\$	I	C
G5B (p. 87)	<i>Explore sharing of services or other creative means of compensation to the Town for tax-exempt properties.</i> Lead: Town Board	C	H	\$	I	C
G3B (p. 84)	<i>Assess current staffing needs based on case load, time demands and community support for additional code enforcement activities.</i> Lead: Town Supervisor	S	M	\$\$	I	C
G6A (p. 87)	<i>Update Town Zoning Code.</i> Lead: Planning Board	R	M	\$	I	C
G6A (p. 87)	<i>Update Town Administrative Code.</i> Lead: Town Board	R	L	\$	I	C





Strategy	<b>Natural Resources Actions</b>	Type	Ranking	Cost	Initiated	Completed
	<b>Tier I Actions: Immediate priority / short-term</b>					
N1A (p. 91)	<i>Include areas of interest on trail maps developed by the Lake Erie Concord Belt Heritage Association and Chautauqua County Trail maps.</i> Lead: Parks and Historical Committee	C	H	\$\$	I	C
N2A (p. 92)	<i>Work with Chautauqua County Park staff and volunteer organizations to improve and maintain the scenic viewpoints at Luensman Overlook Park.</i> Lead: Parks and Historical Committee	C	H	\$\$	I	C
N4A (p. 96)	<i>Encourage cluster development to maintain optimum open space through site plan review.</i> Lead: Planning Board	R	H	\$	I	C
N4A (p. 96)	<i>Review and update Town zoning code and zoning map to channel commercial and industrial growth to in-town, infill locations and away from sensitive habitat areas, conserving open space while encouraging economic and job growth.</i> Lead: Planning Board	R	H	\$	I	C
N3A (p. 94)	<i>Manage development within floodplains as mapped by the Federal Emergency Management Agency and wetlands as identified by state and federal agencies.</i> Lead: Code Enforcement Officer	R	M	\$	I	C
N3B (p. 94)	<i>Adopt policies to protect these natural resources, including limiting capital improvements that might lead to development or degradation.</i> Lead: Town Board	R	M	\$	I	C
N3B (p. 94)	<i>Seek assistance from state natural resource agencies during development reviews to assess impacts on sensitive natural areas.</i> Lead: Code Enforcement Officer	C	M	\$	I	C
N4A (p. 96)	<i>Develop and adopt zoning code to maintain appropriate lot sizes for residential development specific to each zone.</i> Lead: Planning Board	R	M	\$	I	C
	<b>Tier II Actions: Secondary priority / long-term</b>					
N2B (p. 92)	<i>Prepare an inventory of scenic resources within the Town.</i> Lead: Parks and Historical Committee	S	H	\$	I	C
N2C (p. 93)	<i>Amend site plan review and zoning code to include viewshed protection elements.</i> Lead: Planning Board	R	H	\$	I	C

Strategy	Natural Resources Actions	Type	Ranking	Cost	Initiated	Completed
	<b>Tier II Actions: Secondary priority / long-term (cont.)</b>					
N3C (p. 94)	<i>Participate in regional organizations, such as the Lake Erie Management Commission, which promote water quality initiatives that benefit fishing, boating, water recreation and water use for municipal water supply.</i> Lead: Town Board	C	H	\$	I	C
N3C (p. 94)	<i>Develop and adopt an erosion and sedimentation control ordinance.</i> Lead: Planning Board	R	H	\$	I	C
N1B (p. 91)	<i>Inventory, map and identify significant natural features and use on-site signage to increase public awareness and foster appreciation for these natural resources.</i> Lead: Parks and Historical Committee	S	M	\$\$	I	C
N2B (p. 92)	<i>Promote Route 5 (Seaway Trail) as a scenic drive along Lake Erie with a series of destination points that focus on Lake Erie State Park.</i> Lead: Town Supervisor	P	M	\$\$- \$\$\$	I	C
N2B (p. 92)	<i>Develop Route 20 as a scenic drive that includes concentrations of activity and coordinated design components and links with neighboring communities.</i> Lead: Town Supervisor	P	M	\$\$- \$\$\$	I	C
N3C (p. 95)	<i>Work with the Lake Erie Management Commission to develop a Lake Erie Watershed Management Plan (LUPA).</i> Lead: Town Board	C	M	\$\$	I	C
N3C (p. 95)	<i>Develop zoning regulations which specifically protect water quality in the event of fracturing shale for natural gas wells.</i> Lead: Planning Board	R	M	\$	I	C
N3D (p. 95)	<i>Identify practices or conditions posing a current or potential threat to the quality of Town waterways, and work to reduce or eliminate threats to water and stream quality.</i> Lead: Code Enforcement Officer	S	M	\$	I	C
N3D (p. 95)	<i>Enact protective zoning and site plan review regulations such as development setbacks from streams, wetlands, and lakes.</i> Lead: Planning Board	R	M	\$	I	C
N3D (p. 96)	<i>Work with individual land owners to address erosion issues in high-priority sites along stream corridors.</i> Lead: Code Enforcement Officer	P	M	\$- \$\$\$	I	C

Strategy	Natural Resources Actions	Type	Ranking	Cost	Initiated	Completed
<b>Tier II Actions: Secondary priority / long-term (cont.)</b>						
N3C (p. 94)	<p><i>Work with the County Soil and Water Conservation District to implement improved and protective road side ditch cleaning practices to lessen or prevent erosion and pollutant runoff.</i></p> <p>Lead: Highway Superintendent</p>	C	L	\$	I	C
N3C (p. 95)	<p><i>Amend site plan review to ensure that all site development requirements include standards for Best Management Practices (BMPs) to minimize soil disturbance, erosion, and stormwater runoff; and ensure that those standards are met (particularly in lakefront and streamside areas) through erosion run off abatement procedures and limits on percentage of lot coverage with impervious surfaces.</i></p> <p>Lead: Planning Board</p>	R	L	\$	I	C
N3D (p. 95)	<p><i>Encourage the protection of riparian corridors with the use of buffer strips along streams and shorelines.</i></p> <p>Lead: Code Enforcement Officer</p>	C	L	\$- \$\$	I	C
N3D (p. 95)	<p><i>Maintain updated maps delineating New York State Department of Conservation stream classifications for the Town and Village.</i></p> <p>Lead: Town Clerk</p>	C	L	\$\$	I	C
N5A (p. 97)	<p><i>Develop and adopt Town policies, incentives and local laws for residential and commercial green energy development.</i></p> <p>Lead: Planning Board</p>	R		\$	I	C



Strategy	Infrastructure Actions	Type	Ranking	Cost	Initiated	Completed
	<b>Tier I Actions: Immediate priority / short-term</b>					
I1A (p. 100)	<i>Continue participating in regional efforts to improve infrastructure.</i> Lead: Town Board	C	H	\$- \$\$\$	I	C
I3A (p. 104)	<i>Provide an improved mechanism by which residents can alert town highway employees to safety concerns or to areas needing repair or improvement.</i> Lead: Highway Superintendent	C	H	\$	I	C
I4A (p. 106)	<i>Appoint a liaison to the Chautauqua County Industrial Development Agency (CCIDA).</i> Lead: Town Board	C	H	\$	I	C
I3A (p. 104)	<i>Designate a liaison to NYSDOT.</i> Lead: Town Board	C	M	\$	I	C
I3B (p. 105)	<i>Update and/or create Town of Portland Highway Specifications.</i> Lead: Highway Superintendent	R	M	\$\$	I	C
I3C (p. 105)	<i>Ensure that new development supports the community's desire to safely accommodate cyclists and pedestrians.</i> Lead: Planning Board	R	L	\$	I	C
	<b>Tier II Actions: Secondary priority / long-term</b>					
I1B (p. 101)	<i>Promote residential development in areas adjacent to existing development to minimize financial impact on the Town's infrastructure while maintaining the rural character of the Town.</i> Lead: Town Board	P	H	\$	I	C
I2B (p. 104)	<i>Form "friends-of" groups or "adopt a park" programs to help to maintain and enhance parks located in the Town of Portland.</i> Lead: Parks and Historical Committee	C	H	\$	I	C
I2A (p. 103)	<i>Establish a trail committee to implement recommendations of the 2012 Chautauqua County Greenway Plan.</i> Lead: Town Board	C	M	\$	I	C
I2A (p. 103)	<i>Map recreational bicycle routes linking key destinations within the Town and connecting to State and County bicycle routes, and promote these on the Town webpage.</i> Lead: Highway Superintendent	S	M	\$	I	C
I2A (p. 103)	<i>Map and promote safe and enjoyable walking routes in the Town.</i> Lead: Highway Superintendent	S	M	\$\$	I	C

Strategy	Infrastructure Actions		Type	Ranking	Cost	Initiated	Completed
<b>Tier II Actions: Secondary priority / long-term (cont.)</b>							
I2B (p. 104)	<i>Develop a strategic action plan with public input for Town and Village parks.</i> Lead: Parks and Historical Committee		S	M	\$\$	I	C
I3D (p. 105)	<i>Implement a Complete Streets standard for the Town and Village.</i> Lead: Highway Superintendent		R	M	\$	I	C
I1C (p. 101)	<i>Designate a Town official or board member as a communications liaison to identify and pursue broadband needs.</i> Lead: Town Board		C	L	\$	I	C
I2A (p. 103)	<i>Maintain membership in, and appoint a liaison to, Chautauqua County Rails to Trails.</i> Lead: Town Board		C	L	\$	I	C
I3D (p. 106)	<i>Install speed zone signage in areas where Amish buggies are likely to be present.</i> Lead: Highway Superintendent		I	L	\$\$	I	C



## Priority Action Charts – by Action Type

The second set of Priority Action Charts show the same actions grouped by the five action types rather than by issue area. The goal-strategy reference is again shown in the first column on the left, and the community ranking and cost are also shown in columns on the right. There are more coordination/collaboration actions than any other type of implementation action. Regulatory actions are the second most common type of action. Regrouping the actions in this way gives a different perspective on implementation of the plan. For example, if the Planning Board is looking at revising the zoning code as part of one strategy, there may be efficiencies in addressing multiple issues through the same amendment process.

To promote community involvement and support, the list of Actions to be undertaken for the upcoming year should be available to the general public through the Town offices, on the Town’s website, the library and any other appropriate venue. The Town may also create posters of the Actions chosen for the coming year to further inform the public. The Town Board would then schedule three more meetings throughout the year as a quarterly check-ins with the committees working on the annual projects. Whoever is lead on an action would provide a written report and attend the meeting to provide an oral briefing. The Town Board would thus review the progress made in implementing the Comprehensive Plan, address any issues that have come up, and make adjustments as needed. The Town Board could also acknowledge completed actions and celebrate the successes by checking off projects on the Action Posters.

Strategy	Investment Actions	Ranking	Cost	Initiated	Completed
	<b>Tier I Actions: Immediate priority / short-term</b>				
G4B (p. 86)	<i>Develop a citizen/organization contact email list serve through the Town website to notify residents of upcoming meetings and agendas.</i> Lead: Town Clerk	H	\$	I	C
G4C (p. 86)	<i>Provide a “feedback” form on the Town website.</i> Lead: Town Clerk	H	\$	I	C
C3C (p. 43)	<i>Design and install gateway signage for both key entrance points and for various neighborhoods or parts of town, incorporating a Town logo.</i> Lead: Planning Board / Highway Superintendent	M	\$\$\$	I	C
E3A (p. 60)	<i>Consider establishment of a small retail or food production (commercial kitchen) incubator in the business corridor.</i> Lead: Town Supervisor	M	\$\$\$	I	C

Strategy	Investment Actions	Ranking	Cost	Initiated	Completed
	<b>Tier I Actions: Immediate priority / short-term-(cont.)</b>				
G1B (p. 81)	<i>Develop a citizen handbook, available in hard copy and on the Town website, indicating the responsibilities of each Town office, elected official, and employee in meeting the requests and needs of people.</i> Lead: Town Board / Town Clerk	M	\$	I	C
G4A (p. 85)	<i>Implement a Reverse 911 system to alert Town residents of threats to public safety.</i> Lead: Town Supervisor	M	\$\$	I	C
E1A (p. 54)	<i>Add links to the Town Website for property owners regarding appropriate species and placement of tree planting near the public right-of-way, and available incentive programs.</i> Lead: Town Clerk	L	\$	I	C
	<b>Tier II Actions: Secondary priority / long-term</b>				
E4B (p. 61)	<i>Build upon efforts to improve the Route 5 experience (Seaway Trail).</i> Lead: Town Supervisor	M	\$- \$\$\$	I	C
A1D (p. 66)	<i>Create signage, which identifies and promotes the Town's agricultural heritage and present agricultural activities.</i> Lead: Town Supervisor	M	\$\$- \$\$\$	I	C
I3D (p. 106)	<i>Install speed zone signage in areas where Amish buggies are likely to be present.</i> Lead: Highway Superintendent	L	\$\$	I	C
E4B (p. 61)	<i>Create a tourism map, including wineries, restaurants, Amish sales, parks and trails.</i> Lead: Town Clerk	H	\$\$	I	C
A1C (p. 65)	<i>Develop a farmers market that features "locally grown" products.</i> Lead: Town Supervisor	H	\$\$	I	C
C1D (p. 37)	<i>Create a brochure, web page, and video clip promoting the Town of Portland.</i> Lead: Town Supervisor	M	\$\$	I	C
E4A (p. 60)	<i>Develop wayfinding signage to Town attractions and recreational facilities.</i> Lead: Planning Board / Highway Superintendent	M	\$\$	I	C
E4B (p. 61)	<i>Implement recommendations of the 2012 Chautauqua County Greenway Plan, such as: Enhancement of Seaway Trail Scenic Byway, A Brocton-Dunkirk Rail-Trail, and Brocton to Bear Lake Trail.</i> Lead: Town Board	M	\$\$\$	I	C
	<b>Tier III Actions: Other important projects / long-term</b>				
W2D (p. 77)	<i>Identify potential locations for a suitable parking area and if not currently in the public right-of-way, pursue property acquisition.</i> Lead: Highway Superintendent	M	\$\$\$	I	C
E1D (p. 56)	<i>Design and install gateway signage for key entrance points and for various neighborhoods or parts of the Town, which incorporates the Town logo.</i> Lead: Highway Superintendent	L	\$\$\$	I	C

Strategy	<b>Regulatory Actions</b>	Ranking	Cost	Initiated	Completed
	<b>Tier I Actions: Immediate priority / short-term</b>				
C1A (p. 35)	Pass a property maintenance law that requires property owners to adhere to reasonable standards for items including but not limited to: junk cars, trash or other debris, elimination of standing water sources, exterior finish and structural integrity of buildings. Lead: Planning Board	H	\$	I	C
E3A (p. 58)	Review zoning to ensure that specified tourism uses are allowed. Lead: Planning Board	H	\$	I	C
A1A (p. 64)	Review and update zoning code and revise to allow opportunities for farm-related uses in all zoning districts and to ensure they are farm friendly and can increase the viability of agriculture. Lead: Planning Board	H	\$	I	C
W1A (p. 73)	Develop shoreline, Route 5 to the lakeshore, zoning requirements or development and siting guidelines that provide guidance on how to properly develop lots in a manner that maintains the lakefront's and corridor's character. Lead: Planning Board	H	\$	I	C
W1D (p. 75)	Amend site plan review and zoning code to include viewshed protection elements regarding height and other controls. Lead: Planning Board	H	\$	I	C
N4A (p. 96)	Encourage cluster development to maintain optimum open space through site plan review. Lead: Planning Board	H	\$	I	C
N4A (p. 96)	Review and update Town zoning code and zoning map to channel commercial and industrial growth to in-town, infill locations and away from sensitive habitat areas, conserving open space while encouraging economic and job growth. Lead: Planning Board	H	\$	I	C
C4B (p. 44)	Review zoning to ensure cottage industries and agricultural pursuits are allowed in areas with Amish. Lead: Planning Board	M	\$	I	C
C6A (p. 48)	Create a historic structure overlay to preserve the character of the property surrounding currently recognized historic structures. Lead: Planning Board	M	\$	I	C
CIA (p. 35)	Develop zoning laws to regulate density in order to protect open space and the rural nature of the community. Lead: Planning Board	M	\$	I	C
CIA (p. 35)	Adopt a set of rural siting guidelines with suggestions and pictures. Lead: Planning Board	M	\$\$	I	C



Strategy	Regulatory Actions	Ranking	Cost	Initiated	Completed
	<b>Tier I Actions: Immediate priority / short-term – (cont.)</b>				
E2A (p. 57)	<i>Revise zoning as necessary to accommodate such small business, by listing small businesses as allowable use and identifying specific exceptions such as noise or nuisance.</i>	M	\$	I	C
A2A (p. 67)	<i>Identify opportunities to incorporate residential cluster development in the Agricultural district zoning code and site plan review requirements.</i>	M	\$	I	C
I3B (p. 105)	<i>Update and/or create Town of Portland Highway Specifications.</i>	M	\$\$	I	C
W1D (p. 75)	<i>Preserve parcels with unique attributes for potential large-lot residential development.</i>	M	\$\$	I	C
N3A (p. 94)	<i>Manage development within floodplains as mapped by the Federal Emergency Management Agency and wetlands as identified by state and federal agencies.</i>	M	\$	I	C
N3B (p. 94)	<i>Adopt policies to protect these natural resources, including limiting capital improvements that might lead to development or degradation.</i>	M	\$	I	C
N4A (p. 96)	<i>Develop and adopt zoning code to maintain appropriate lot sizes for residential development specific to each zone.</i>	M	\$	I	C
I3C (p. 105)	<i>Ensure that new development supports the community's desire to safely accommodate cyclists and pedestrians.</i>	L	\$	I	C
W1C (p. 74)	<i>Review all development proposals in the Lake Erie "coastal zone," which is typically 1000 feet from the Lake Erie shoreline, for adherence to NYS Coastal Management Policies.</i>	L	\$	I	C
	<b>Tier II Actions: Secondary priority / long-term</b>				
C1C (p. 36)	<i>Adopt viewshed protection measures including height, landscaping, siting, or other elements for zoning and site plan review.</i>	H	\$	I	C
C1C (p. 36)	<i>Encourage development to occur near existing infrastructure to minimize cost to taxpayers.</i>	H	\$	I	C

Strategy	<b>Regulatory Actions</b>	Ranking	Cost	Initiated	Completed
	<b>Tier II Actions: Secondary priority / long-term – (cont.)</b>				
C1C (p. 36)	<i>Promote clustering of home sites in agricultural areas to maintain farmland and open spaces.</i>	H	\$	I	C
C5C (p. 46)	<i>Consider expediting applications and reducing permit fees for developers incorporating universal design features.</i> Lead: Planning Board	H	\$\$	I	C
A2B (p. 68)	<i>Re-evaluate the Town's agricultural district boundaries.</i> Lead: Planning Board	H	\$	I	C
N2C (p. 93)	<i>Amend site plan review and zoning code to include viewshed protection elements.</i> Lead: Planning Board	H	\$	I	C
N3C (p. 94)	<i>Develop and adopt an erosion and sedimentation control ordinance.</i> Lead: Planning Board	H	\$	I	C
C1B (p. 35)	<i>Ensure uses of appropriate size and type are allowed in districts where “bedroom community” development is desired.</i> Lead: Planning Board	M	\$	I	C
C1C (p. 36)	<i>Amend zoning code to preserve open spaces in the Town.</i> Lead: Planning Board	M	\$	I	C
A2B (p. 68)	<i>Identify, develop and adopt "Smart Growth" principles into the zoning code that protects agricultural lands.</i> Lead: Planning Board	M	\$	I	C
A2B (p. 68)	<i>Consider enacting conservation subdivision requirements for development within an area that is designated agricultural.</i> Lead: Planning Board	M	\$\$	I	C
A2B (p. 68)	<i>Modify zoning within agricultural districts to help preserve remaining productive prime agricultural lands that exist within the Town for agricultural related purposes.</i> Lead: Planning Board	M	\$	I	C
A2B (p. 68)	<i>Use siting guidelines, such as the Dutchess County Rural Siting Guideline, to minimize the impact of non-agricultural development on prime agricultural lands by encouraging placement of homes, driveways, or other structures near property lines and/or on less productive soils within a parcel.</i> Lead: Planning Board	M	\$	I	C
G6A (p. 87)	<i>Update Town Zoning Code.</i> Lead: Planning Board	M	\$	I	C
I3D (p. 105)	<i>Implement a Complete Streets standard for the Town and Village.</i> Lead: Highway Superintendent	M	\$	I	C

Strategy	<b>Regulatory Actions</b>	Ranking	Cost	Initiated	Completed
	<b>Tier II Actions: Secondary priority / long-term – (cont.)</b>				
N3C (p. 95)	<i>Develop zoning regulations which specifically protect water quality in the event of fracturing shale for natural gas wells.</i> Lead: Planning Board	M	\$	I	C
N3D (p. 95)	<i>Enact protective zoning and site plan review regulations such as development setbacks from streams, wetlands, and lakes.</i> Lead: Planning Board	M	\$	I	C
E1B (p. 55)	<i>Incorporate recommendations in Randall Arendt’s Visualizing Our Options: Creating a Better Future in site plan review for new development or redevelopment.</i> Lead: Planning Board	L	\$	I	C
G6A (p. 87)	<i>Update Town Administrative Code.</i> Lead: Town Board	L	\$	I	C
N3C (p. 95)	<i>Amend site plan review to ensure that all site development requirements include standards for Best Management Practices (BMPs) to minimize soil disturbance, erosion, and stormwater runoff; and ensure that those standards are met (particularly in lakefront and streamside areas) through erosion run off abatement procedures and limits on percentage of lot coverage with impervious surfaces.</i> Lead: Planning Board	L	\$	I	C
N5A (p. 97)	<i>Develop and adopt Town policies, incentives and local laws for residential and commercial green energy development.</i> Lead: Planning Board		\$	I	C
	<b>Tier III Actions: Other important projects / long-term</b>				
E4C (p. 61)	<i>Ensure that zoning allows for development of small-scale short-term lodging as a special use.</i> Lead: Planning Board	H	\$	I	C
A1F (p. 67)	<i>Enforce the Chautauqua County Right-to-Farm law.</i> Lead: Town Board	H	\$	I	C
A1F (p. 67)	<i>Develop and adopt a local right-to-farm law.</i> Lead: Planning Board	M	\$	I	C

Strategy	Coordination Actions	Ranking	Cost	Initiated	Completed
	<b>Tier I Actions: Immediate priority / short-term</b>				
C2A (p. 39)	<i>Expand on the annual community clean-up day to include other areas of the Town, with assistance from the Town equipment and crews, volunteer organizations, and youth groups.</i>	H	\$\$	I	C
C3B (p. 43)	<i>Hold at least one Town Board meeting per year in a lake-area location such as Van Buren's community center or Lake Erie State Park.</i> Lead: Town Board	H	\$	I	C
C3B (p. 43)	<i>Specifically invite participation from lake-area residents on planning committees for Town events.</i> Lead: Town Board	H	\$	I	C
C5A (p. 45)	<i>Provide updated CARTS information in Town newsletters and in a link on the Town web page.</i> Lead: Town Clerk	H	\$	I	C
C5B (p. 46)	<i>Continue identifying ways to support and involve the Seniors Group.</i> Lead: Town Board	H	\$	I	C
E2B (p. 57)	<i>Facilitate collaboration with Local Development Corporation (LDC) by holding regular joint strategy sessions with LDC, Village, and Town representatives.</i> Lead: Town Board	H	\$	I	C
A1B (p. 65)	<i>Work in cooperation with and promote the Lake Erie Wine Trail and Concord Heritage Area.</i> Lead: Town Supervisor	H	\$- \$\$	I	C
A1B (p. 65)	<i>Participate in and promote grape industry programs developed by Cornell Cooperative Extension.</i> Lead: Town Supervisor	H	\$- \$\$	I	C
A1B (p. 65)	<i>Develop and maintain a Town liaison with local grape grower cooperatives and Cornell's experimental station.</i> Lead: Town Board	H	\$	I	C
G2B (p. 83)	<i>Establish a schedule for Village Trustees and Town Board members to attend each other's meetings on a regular basis.</i> Lead: Town Board	H	\$	I	C
G2B (p. 83)	<i>Appoint two town and two village board members to a standing shared services committee.</i> Lead: Town Board / Village Board	H	\$	I	C
G2B (p. 83)	<i>Encourage School Districts serving residents in the Town to meet and discuss possible ways to share their services, improve efficiencies and reduce their tax rates.</i> Lead: Joint Services Committee	H	\$	I	C

Strategy	Coordination Actions	Ranking	Cost	Initiated	Completed
	<b>Tier I Actions: Immediate priority / short-term – (cont.)</b>				
G2B (p. 83)	<i>Develop a shared service newsletter, press release, or other mechanism to communicate previous successes and highlight efforts underway to explore shared services.</i> Lead: Joint Services Committee	H	\$	I	C
G3A (p. 84)	<i>Initiate a meeting between Town and Village of Brocton officials to explore potential for shared services agreement for combined Town and Village Code Enforcement.</i>	H	\$	I	C
G5A (p. 87)	<i>Work with the State Office of Real Property Services to ensure that the equalization rate is accurate.</i>	H	\$	I	C
I1A (p. 100)	<i>Continue participating in regional efforts to improve infrastructure.</i> Lead: Town Board	H	\$- \$\$\$	I	C
I3A (p. 104)	<i>Provide an improved mechanism by which residents can alert town highway employees to safety concerns or to areas needing repair or improvement.</i>	H	\$	I	C
I4A (p. 106)	<i>Appoint a liaison to the Chautauqua County Industrial Development Agency (CCIDA).</i> Lead: Town Board	H	\$	I	C
N1A (p. 91)	<i>Include areas of interest on trail maps developed by the Lake Erie Concord Belt Heritage Association and Chautauqua County Trail maps.</i> Lead: Parks and Historical Committee	H	\$\$	I	C
N2A (p. 92)	<i>Work with Chautauqua County Park staff and volunteer organizations to improve and maintain the scenic viewpoints at Luensman Overlook Park.</i>	H	\$\$	I	C
C2C (p. 40)	<i>Consider joining with Brocton for enhanced Sheriff's services throughout the Town.</i> Lead: Town Supervisor	M	\$\$\$	I	C
C2C (p. 40)	<i>Work with Sheriff's Department to provide a neighborhood watch/farm watch training for interested residents.</i> Lead: Town Supervisor	M	\$\$	I	C
E1A (p. 54)	<i>Consult with a Department of Environmental Conservation forester or other professional and with New York State Department of Transportation to determine appropriate species and locations for tree planting throughout the Route 20 corridor.</i> Lead: Highway Superintendent	M	\$	I	C

Strategy	Coordination Actions	Ranking	Cost	Initiated	Completed
	<b>Tier I Actions: Immediate priority / short-term – (cont.)</b>				
A1A (p. 64)	Work with Cornell Cooperative Extension to provide agri-entrepreneurship and start-up programs.	M	\$\$	I	C
A1A (p. 64)	Assist and support the efforts of 4-H to develop youth agri-business internship/shadowing programs. Lead: Youth Committee	M	\$	I	C
G2A (p. 82)	Maintain active memberships in Chadwick Bay Regional Development Corporation, Southern Tier West, Concord Grape Belt Heritage Association and other related organizations. Lead: Town Board	M	\$\$	I	C
G4B (p. 86)	Hold some Town Board meetings at selected public sites in other areas within the Town. Lead: Town Board	M	\$	I	C
I3A (p. 104)	Designate a liaison to NYSDOT. Lead: Town Board	M	\$	I	C
N3B (p. 94)	Seek assistance from state natural resource agencies during development reviews to assess impacts on sensitive natural areas. Lead: Code Enforcement Officer	M	\$	I	C
C3A (p. 43)	Identify a community volunteer with ties to the seasonal community to coordinate a listserv for interested residents.	L	\$	I	C
C4A (p. 44)	Meet quarterly with Amish Elders to discuss their concerns and inform them of community issues. Lead: Town Supervisor	L	\$	I	C
W1B (p. 73)	Follow the Goals and Objectives and Byway-wide recommendations included in the Seaway Trail Byway Development Plan. Lead: Parks and Historical Committee	L	\$- \$\$\$	I	C
W1B (p. 73)	Coordinate with State Highway maintenance crews to trim vegetation to maintain lake views from Route 5. Lead: Highway Superintendent	L	\$	I	C
	<b>Tier II Actions: Secondary priority / long-term</b>				
C1E (p. 37)	Encourage community groups to raise funds to match for investment in street-scape amenities. Lead: Town Board	H	\$\$	I	C
C2E (p. 41)	Maintain formal shared use agreements with the Brocton School District for use of their recreational facilities. Lead: Town Supervisor	H	\$- \$\$	I	C

Strategy	Coordination Actions	Ranking	Cost	Initiated	Completed
	<b>Tier II Actions: Secondary priority / long-term – (cont.)</b>				
E1C (p. 55)	<i>Explore interim low-cost measures to secure buildings while improving appearance of vacant storefronts.</i> Lead: Code Enforcement Officer	H	\$\$	I	C
E1C (p. 56)	<i>Consider utilizing the local development corporation or partnering with a countywide development organization for commercial or residential property development.</i> Lead: Town Supervisor	H	\$\$	I	C
E4B (p. 61)	<i>Continue to implement recommendations of the Lake Erie Concord Grape Belt Heritage Area Management Plan.</i> Lead: Town Board	H	\$-\$-\$	I	C
A1C (p. 65)	<i>Promote the sale of locally grown products at restaurants, festivals and schools.</i> Lead: Town Supervisor	H	\$	I	C
A2B (p. 68)	<i>Work cooperatively with Cornell Cooperative Extension, and the Chautauqua County Soil &amp; Water District, to identify areas with prime agricultural soils during site plan and conditional reviews.</i> Lead: Code Enforcement Officer	H	\$	I	C
A2C (p. 69)	<i>Express the Town’s support of these measures to elected officials at all levels of government.</i> Lead: Town Board	H	\$	I	C
G2C (p. 83)	<i>Develop and implement an annual or semi-annual meeting format for communities along the Lake Erie shoreline to meet and discuss challenges and solutions on issues.</i> Lead: Town Board	H	\$	I	C
G5B (p. 87)	<i>Explore sharing of services or other creative means of compensation to the Town for tax-exempt properties.</i> Lead: Town Board	H	\$	I	C
I2B (p. 104)	<i>Form “friends-of” groups or “adopt a park” programs to help to maintain and enhance parks located in the Town of Portland.</i> Lead: Parks and Historical Committee	H	\$	I	C
W2A (p. 76)	<i>Establish a “Friends of Lake Erie State Park” group to work with Park officials on updating a Park Master Plan, improving the park, managing community relations, improving access, and promoting four-season use of the Park.</i> Lead: Parks and Historical Committee	H	\$	I	C
W2A (p. 76)	<i>Work with New York State Office of Parks, Recreation and Historic Preservation (NYS OPRHP) to establish a “Resident” pass program for Lake Erie State Park.</i> Lead: Parks and Historical Committee	H	\$	I	C

Strategy	Coordination Actions	Ranking	Cost	Initiated	Completed
	<b>Tier II Actions: Secondary priority / long-term – (cont.)</b>				
N3C (p. 94)	<i>Participate in regional organizations, such as the Lake Erie Management Commission, which promote water quality initiatives that benefit fishing, boating, water recreation and water use for municipal water supply.</i> Lead: Town Board	H	\$	I	C
C1D (p. 37)	<i>Work with the realtor community to identify how to promote the Town to potential buyers/developers.</i> Lead: Town Supervisor	M	\$	I	C
C2F (p. 42)	<i>Ensure that upgrades to Town Park offer amenities of interest to a variety of ages, interests, and abilities.</i> Lead: Parks and Historical Committee	M	\$- \$\$\$	I	C
E4A (p. 60)	<i>Coordinate the marketing of agri-tourism and other businesses along with festivals and Town events on a page of the Town website.</i> Lead: Town Clerk	M	\$	I	C
A1D (p. 66)	<i>Develop a satellite agricultural museum for Portland Agricultural history in coordination with the Lake Erie Concord Grape Belt Heritage Area Discovery Center.</i> Lead: Town Supervisor	M	\$\$\$	I	C
A1E (p. 66)	<i>Participate in the Southern Tier West Food Hub development program.</i> Lead: Town Supervisor	M	\$	I	C
I2A (p. 103)	<i>Establish a trail committee to implement recommendations of the 2012 Chautauqua County Greenway Plan.</i> Lead: Town Board	M	\$	I	C
W2C (p. 77)	<i>Initiate discussions with NYS Department of Environmental Conservation and NYS Office of Parks &amp; Recreation to explore the development of a fishing access/small craft boat launch site in Lake Erie State Park or elsewhere in the Town of Portland.</i> Lead: Parks and Historical Committee	M	\$	I	C
N3C (p. 95)	<i>Work with the Lake Erie Management Commission to develop a Lake Erie Watershed Management Plan (LUPA).</i> Lead: Town Board	M	\$\$	I	C
C1E (p. 37)	<i>Engage the Master Gardener program at Cornell Cooperative Extension to assist with a flower planting program.</i> Lead: Highway Superintendent	L	\$	I	C
C2F (p. 41)	<i>Develop a Town Youth Board or expand on existing summer youth recreation committee.</i> Lead: Youth Committee	L	\$	I	C



Strategy	Coordination Actions	Ranking	Cost	Initiated	Completed
	<b>Tier II Actions: Secondary priority / long-term – (cont.)</b>				
C4C (p. 45)	<i>Consult with Amish residents who currently visit commercial areas of the Town to recommend location for, design, and construct parking for horses and buggies. Lead: Town Supervisor</i>	L	\$\$	I	C
C5D (p. 47)	<i>Explore a project to leverage purchasing power by combining individual sidewalk projects into one bid for services to decrease cost.</i>	L	\$\$	I	C
E3B (p. 59)	<i>Appoint a liaison to maintain contact with the Chautauqua County Industrial Development Agency.</i>	L	\$	I	C
E4B (p. 61)	<i>Promote and expand the Chautauqua County Visitors' Bureau "World's Learning Center" branding effort.</i>	L	\$\$	I	C
A1D (p. 66)	<i>Participate in cooperative initiatives with the Lake Erie Concord Grape Belt Heritage Area Association.</i>	L	\$- \$\$\$	I	C
I1C (p. 101)	<i>Designate a Town official or board member as a communications liaison to identify and pursue broadband needs.</i>	L	\$	I	C
I2A (p. 103)	<i>Maintain membership in, and appoint a liaison to, Chautauqua County Rails to Trails.</i>	L	\$	I	C
N3C (p. 94)	<i>Work with the County Soil and Water Conservation District to implement improved and protective road side ditch cleaning practices to lessen or prevent erosion and pollutant runoff.</i>	L	\$	I	C
N3D (p. 95)	<i>Encourage the protection of riparian corridors with the use of buffer strips along streams and shorelines.</i>	L	\$- \$\$	I	C
N3D (p. 95)	<i>Maintain updated maps delineating New York State Department of Conservation stream classifications for the Town and Village.</i>	L	\$\$	I	C
	<b>Tier III Actions: Other important projects / long-term</b>				
A1F (p. 67)	<i>Establish an Agricultural Advisory Committee to articulate and advocate for agricultural issues which affect Portland, and to establish and maintain productive relationships with local, regional and state agricultural associations such as Farm Bureau. Lead: Town Board</i>	M	\$	I	C

Strategy	Programmatic Actions	Ranking	Cost	Initiated	Completed
	<b>Tier I Actions: Immediate priority / short-term</b>				
C2A (p. 38)	<i>Arrange for a once or twice per year collection of larger household items, electronics recycling, etc.</i>	H	\$\$	I	C
C2A (p. 39)	<i>Promote beautification efforts throughout the community by publicly recognizing citizen and commercial gardens and landscaping efforts.</i> Lead: Town Board	H	\$	I	C
G1A (p. 80)	<i>Maintain budgetary funding necessary to authorize training offered by Southern Tier West, NYS Association of Towns, NYS Planning Federation, and other organizations for Town officials and employees.</i> Lead: Town Supervisor	H	\$\$	I	C
G1A (p. 80)	<i>Support and encourage the Assessor, Highway Superintendent, Code Enforcement Officer and Town Clerk to attend their local association meetings in order to share information and best practices with their colleagues from other Towns in Chautauqua County.</i> Lead: Town Supervisor	H	\$	I	C
G1A (p. 80)	<i>Encourage, and fund, the use of web-based training for specialized training not readily available within the local region.</i> Lead: Town Supervisor	H	\$\$	I	C
G4A (p. 85)	<i>Continue to utilize local newspaper and radio for public service announcements and press releases.</i> Lead: Town Clerk	H	\$	I	C
G4A (p. 85)	<i>Provide important public information to local public access points and areas of public gatherings, i.e. – Post Office, American Legion, Convenience Store, Library, School, Van Buren community center, etc.</i> Lead: Town Clerk	H	\$	I	C
G5A (p. 87)	<i>Support the efforts of the Town Assessor to maintain up-to-date assessment records.</i> Lead: Town Board / Board of Assessment and Review	H	\$\$	I	C
C2A (p. 39)	<i>Encourage home improvement projects with certificates of recognition awarded by the Town Board/Village Board.</i> Lead: Town Board / Village Board	M	\$	I	C
C2B (p. 39)	<i>Create a quarterly or bi-annual town newsletter to be distributed electronically or with existing mailings.</i> Lead: Town Clerk	M	\$	I	C
C2B (p. 39)	<i>Encourage citizens to automatically receive electronic copies of meeting agendas, info bulletins, and emergency notices by entering their e-mail address on the Town's website.</i> Lead: Town Clerk	M	\$	I	C

Strategy	Programmatic Actions	Ranking	Cost	Initiated	Completed
	<b>Tier I Actions: Immediate priority / short-term – (cont.)</b>				
C6B (p. 48)	Select a historic structure and what is known about its past to highlight in each Town newsletter. Lead: Parks and Historical Committee	M	\$	I	C
G1B (p. 81)	Establish an employee training program that highlights the priorities of Town offices in serving residents and cross trains employees to be well-versed in the basics of each other's key responsibilities. Lead: Town Supervisor	M	\$\$	I	C
G3A (p. 84)	Create a means of sharing property code information in a "Did you know...about code" format for distribution to residents via newsletter, website, news releases, and social media. Lead: Code Enforcement Officer	M	\$	I	C
G4A (p. 85)	Create and maintain an up-to-date information portal on the Town website, send Town "news" items to citizens through an email list serve and social media sources. Lead: Town Clerk	M	\$	I	C
C2A (p. 39)	Consider home improvement incentives to clusters of property owners for maximum impact and neighborhood development. Lead: Planning Board	L	\$	I	C
G1B (p. 81)	Conduct small customer satisfaction surveys occasionally to determine how well a service is being delivered and if the customer still values the service. Lead: Town Supervisor	L	\$	I	C
G4B (p. 86)	Create and manage current and emerging social media (Facebook/Twitter) to share information and enable citizen dialog and engagement. Lead: Town Clerk	L	\$	I	C
	<b>Tier II Actions: Secondary priority / long-term</b>				
I1B (p. 101)	Promote residential development in areas adjacent to existing development to minimize financial impact on the Town's infrastructure while maintaining the rural character of the Town. Lead: Town Board	H	\$	I	C
C5D (p. 47)	Consider budgeting for regular sidewalk maintenance as well as for funds to be set aside to match Federal or State grants for pedestrian-related improvements. Lead: Town Board / Highway Superintendent	M	\$\$\$		
N2B (p. 92)	Promote Route 5 (Seaway Trail) as a scenic drive along Lake Erie with a series of destination points that focus on Lake Erie State Park. Lead: Town Supervisor	M	\$\$- \$\$\$	I	C

Strategy	Programmatic Actions	Ranking	Cost	Initiated	Completed
	<b>Tier II Actions: Secondary priority / long-term – (cont.)</b>				
N2B (p. 92)	<i>Develop Route 20 as a scenic drive that includes concentrations of activity and coordinated design components and links with neighboring communities.</i> Lead: Town Supervisor	M	\$- \$\$\$	I	C
N3D (p. 96)	<i>Work with individual land owners to address erosion issues in high-priority sites along stream corridors.</i> Lead: Code Enforcement Officer	M	\$\$- \$\$\$	I	C
C1E (p. 37)	<i>Work with property owners on a joint sidewalk replacement program to bring down the cost of installation of new sidewalk.</i> Lead: Town Board	L	\$\$	I	C
C2D (p. 41)	<i>Consider supporting new events by providing liability insurance to event organizers as a rider to the Town’s plan.</i> Lead: Town Supervisor	L	\$\$	I	C
C2E (p. 41)	<i>Explore offering “Fitness in the Park” classes modeled after those underway in the City of Jamestown and Village of Lakewood.</i> Lead: Parks and Historical Committee	L	\$	I	C
	<b>Tier III Actions: Other important projects / long-term</b>				
A1F (p. 67)	<i>Develop a public information campaign and educate local realtors about right-to-farm law.</i> Lead: Code Enforcement Officer	M	\$\$	I	C



Strategy	Study Actions	Ranking	Cost	Initiated	Completed
<b>Tier I Actions: Immediate priority / short-term</b>					
C6B (p. 48)	<i>Provide a map of historic structures and their significance on the Town website, and include these on a community "Points of Interest" map to increase awareness of and appreciation for Portland's history.</i> Lead: Parks and Historical Committee	H	\$	I	C
E1A (p. 54)	<i>Establish a stakeholder's group to work with a Landscape Architect familiar with community corridor development to design a streetscape improvement plan.</i> Lead: Planning Board	H	\$\$	I	C
G5A (p. 87)	<i>Develop a fiscal plan to budget for potential future town-wide revaluation.</i> Lead: Town Board / Tax Collector	H	\$\$\$	I	C
C2A (p. 39)	<i>Hold community walks with themes around the area's history.</i> Lead: Parks and Historical Committee	M	\$	I	C
<b>Tier II Actions: Secondary priority / long-term</b>					
C6C (p. 48)	<i>Initiate a key historic structure survey. Technical assistance and resources can be found at the New York State Office of Parks, Recreation, and Historic Preservation.</i> Lead: Parks and Historical Committee	H	\$\$	I	C
E1C (p. 56)	<i>Explore land bank opportunities for vacant or foreclosed properties.</i> Lead: Town Supervisor	H	\$	I	C
E1C (p. 56)	<i>Seek façade improvement funds.</i> Lead: Town Supervisor	H	\$	I	C
W2B (p. 77)	<i>Maintain list of appropriate properties, notify property owners of opportunities to reduce tax liabilities through conservation easements or property donations, request right of first refusal should properties come up for sale.</i> Lead: Town Supervisor	H	\$\$\$	I	C
N2B (p. 92)	<i>Prepare an inventory of scenic resources within the Town.</i> Lead: Parks and Historical Committee	H	\$	I	C
C2E (p. 41)	<i>Seek resources to offer short-term community walking incentive programs.</i> Lead: Parks and Historical Committee	M	\$\$	I	C
E1B (p. 55)	<i>Allocate funds or seek grant funding for a design charrette to determine the community's vision for the Rt. 20 corridor.</i> Lead: Town Supervisor	M	\$\$	I	C
E3B (p. 59)	<i>Identify, maintain, and publicize a list of prime properties for industrial development.</i> Lead: Code Enforcement Officer	M	\$	I	C

Strategy	Study Actions	Ranking	Cost	Initiated	Completed
	<b>Tier II Actions: Secondary priority / long-term – (cont.)</b>				
E3C (p. 60)	Select most feasible site to make “shovel ready” for low-cost power and prepare site for pre-permitting. Lead: Town Supervisor	M	\$\$\$	I	C
G3B (p. 84)	Assess current staffing needs based on case load, time demands and community support for additional code enforcement activities. Lead: Town Supervisor	M	\$\$	I	C
I2A (p. 103)	Map recreational bicycle routes linking key destinations within the Town and connecting to State and County bicycle routes, and promote these on the Town webpage. Lead: Highway Superintendent	M	\$	I	C
I2A (p. 103)	Map and promote safe and enjoyable walking routes in the Town. Lead: Highway Superintendent	M	\$\$	I	C
I2B (p. 104)	Develop a strategic action plan with public input for Town and Village parks. Lead: Parks and Historical Committee	M	\$\$	I	C
N1B (p. 91)	Inventory, map and identify significant natural features and use on-site signage to increase public awareness and foster appreciation for these natural resources. Lead: Parks and Historical Committee	M	\$\$	I	C
N3D (p. 95)	Identify practices or conditions posing a current or potential threat to the quality of Town waterways, and work to reduce or eliminate threats to water and stream quality. Lead: Code Enforcement Officer	M	\$	I	C
	<b>Tier III Actions: Other important projects / long-term</b>				
A1F (p. 67)	Develop and adopt an Agricultural Protection Plan. Lead: Planning Board / Town Board	H	\$	I	C
A2D (p. 69)	Explore the use of transfer and purchase of development rights within the Town of Portland. Lead: Planning Board	M	\$	I	C
C5E (p. 47)	Identify and promote possible “shovel ready” locations for senior housing. Lead: Code Enforcement Officer	L	\$	I	C

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## Resources

Identifying the resources necessary to complete an action is an important step toward implementation of the Comprehensive Plan. Resources may come from the Town government in the form of funds allocated within the Town's budget, staffing, equipment, supplies, or land. Citizens, businesses, land owners, and local organizations may also provide resources through the form of financial contributions, human capital in the form of expertise or labor, materials, and land. Partnerships are great ways to leverage resources. The Town may also seek funding through grants or loans from outside sources. As local governments consider ways to achieve efficiencies in service delivery through consolidations or sharing of services, there may be ways to share resources to achieve increased benefits.

*Partnerships are great ways to leverage resources.*

Creativity, persistence, and patience will yield results once the community is clearly behind a high priority project. Having adopted this Comprehensive Plan, the Town has clearly established its priorities which can then be translated into funding objectives. Through the planning process, members of the community have been able to clearly state what is important to them. In areas where there is broad political support, the Town Council will have the assurance that raising and/or allocating funds for those high priority actions will meet the community's expectations. Members of the community may be in a position to support those actions with their contributions and could become valuable volunteers. Businesses can use the Comprehensive Plan to identify strategies that would enhance the local businesses climate and economic vitality and thereby improve their own bottom line over time.

If outside funding is necessary, there are several places to look for funding including the state and national government as well as foundations. Many federal funding programs are administered through the state.

New York State provides a Consolidated Funding Application (CFA) process to enable municipalities to apply for a number of resources from multiple state agencies through a single portal each year. The advantage of a consolidated process is the ease





with which a local government can learn about funding resources. It presents, however, a challenge in preparing multiple applications, since all are due in a single “round” at one time. This may be a strategic effort, at the State level, to encourage municipal leaders to “choose wisely” and apply for fewer grants, giving each application more focus and compelling justification. An important feature of the process is the new emphasis on coordination of strategic initiatives, requiring applicants to answer questions about regional planning efforts and compatibility of their program objectives with already published plans. As a result, the State’s investments are regarded as “smarter”, in theory, by virtue of their coordination. Future applications submitted by the Town will be strengthened if they are supported by – and support – the objectives documented in the Comprehensive Plan, giving the Town a competitive edge in vying for State funding of local projects.

*Grant applications will be strengthened if they are supported by – and support – the objectives documented in the Comprehensive Plan, giving the Town a competitive edge in vying for State funding of local projects.*

### **Selected New York State Funding Programs**

The following list describes a number of currently available competitive funding resources that are compatible with Town’s goals and strategies. It is not a comprehensive list, but these programs provide a starting point in terms of programs to consider when identifying resources to implement Portland’s Comprehensive Plan. Each funding sources is described briefly and then strategies from the Comprehensive Plan that may qualify for funding are listed.

#### ***Department of State: Local Government Efficiency Program (NYSDOS LGE)***

This program provides two grants for local governments who are developing projects that will achieve savings and improve efficiency through shared services, cooperative agreements, and other intermunicipal arrangements. Grants should not exceed \$200,000 per municipality involved in the application up to a maximum of \$1,000,000. Projects may apply to general government, government reorganization, educational outreach, municipal utilities, public safety and transportation, and funds may be applied toward plan development and/or implementation. The



Town of Portland's Joint Services Committee should consider this program when looking to fund its work program. It would be particularly appropriate to fund actions informing the public of shared service efforts and in maintaining and crafting share service agreements. (Strategies C2E, G2B, and G3A.)



***New York State Energy Research and Development Authority: Cleaner Greener Communities Program – Phase II Implementation Grants, Category 2 (NYSEDA CGC)***

This program funds transformative clean energy and sustainability projects that have both an immediate and long-term impact on carbon mitigation. In order to qualify for funding, all applicants must first complete four of the following six relatively low-cost Steps and submit proof of completion for each Step. The required Steps include: 1. Implement a Green Building Strategy 2. Adopt the New York State Unified Solar Permit 3. Support Alternative Fuel Transportation Supply Infrastructure 4. Adopt a Vehicle Fleet Efficiency Policy 5. Develop a Government Operations Greenhouse Gas (GHG) Emissions Inventory and Establish a Government Operations Emissions Reduction Target 6. Enable Property Assessed Clean Energy (PACE) Financing (Only if within the jurisdiction of the proposing local government)



*Funding may be available to support green energy development.*

This program could potentially fund strategies for development of policies, incentives and laws supporting green energy development (Strategy N5A), upgrading water or wastewater treatment facilities and infrastructure (Strategy I1A), incorporate smart growth principles into land-use policies and regulations (Strategies E1A, C1C, A2A, A2D, W1A, W1B, and N4A), implement strategies that support bicycling and walking (Strategies C5D, C1E, E4B, I2A, I3C and I3D ), implement strategies that increase CARTS ridership (Strategy C5A), and establish incentives for green industry or business to locate in the community (Strategy C1B).

***New York State Division of Homes and Community Renewal: Community Development Block Grant Program (NYSHCR CDBG)***

The CDBG program has several funding streams that may apply to the Town of Portland's implementation actions. As set forth in

the Federal Housing and Community Development Act, the Primary Objective of the CDBG program is, "the development of viable urban communities by providing decent housing and a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income." The CDBG Program provides grants to smaller communities in order to: ensure decent, affordable housing for all; provide services to the most vulnerable in our communities; create jobs and expand business opportunities for implementing a variety of community and economic development activities directed toward neighborhood revitalization and economic development; and to provide improved community facilities and services. New York State intends to allocate these funds to eligible non-entitlement grant recipients according to the following categories: Community Development Funding, Economic Development Assistance, Imminent Threat, Program Administration, and Technical Assistance and Capacity Building. CDBG data from July 2015 indicate that 41% of Portland's population has a low or moderate income and would be the target beneficiaries of this funding.

While a number of strategies could potentially be supported through CDBG funding, the following strategies may be particularly appropriate: housing rehabilitation (Strategy C2A), private water/wastewater system assistance (Strategy I1B), public infrastructure (Strategy I1A), developing additional senior housing options to accommodate a range of incomes and physical abilities (Strategy C5E), and public works activities (Strategy C1E) and many of the economic development strategies (Strategies E1C, E3A, E3C, E4C, A1A, A1B, A1C, A1D, and A1E).

***New York State Division of Homes and Community Renewal: NY Main Street Program (NYSHCR NYMS)***

This program provides funding for projects that stimulate economic reinvestment by providing economic development and housing opportunities in downtown, mixed-use commercial districts. Local governments can use these funds, along with matching funds, to reimburse building owners for renovations to downtown mixed use buildings. This program could potentially fund improvements to the streetfronts in downtown Brocton and the mixed use area along Route 20. (Strategy E1C.)



*CDBG funding could be used to finance economic development strategies.*



*The Main Street Program could potentially fund improvements to streetfronts.*

***New York State Empire State Development: Strategic Planning & Feasibility Studies (NYSESD)***

This funding program promotes economic development opportunities to stimulate business growth, including feasibility studies that focus on highly distressed communities or areas. Providing up to \$100,000 at a 50% match to recipients, the funding may assist the Town in creating a revitalization plan for downtown and the corridor along Route 20 as described in Goal E1 starting on page 53. Due to the impact on both municipalities, this would be an ideal joint application, perhaps strengthening the competitiveness of the submission. This program may also be an option for funding revisions to the zoning code to accommodate home-based businesses, cottage industries, and tourism opportunities. (Strategies E1B, E2A, E3A, and C4B)

***New York State Environmental Facilities Corporation: Green Innovation Grant Program (NYSEFC GIGP)***

This program supports projects that utilize innovative designs and green technologies for stormwater capture, conveyance, and infiltration. Projects should be highly visible, protect/improve water quality, and promote innovation, construction and maintenance of green infrastructure systems. Specifically, funding is directed toward permeable pavement, bioretention, green roofs, street trees and urban forestry programs, restoration and construction of riparian buffers, floodplains and wetlands, downspout disconnection, stream daylighting, and stormwater harvesting and reuse. The GIGP could be utilized to fund initiatives associated with the Economic Goal E1 to revitalize downtown and the Route 20 Corridor in the Natural Resources Goal N3 to protect the environmental resources. (Strategies E1A, N3C and N3D.)



*The Green Innovation Grant Program could be used to encourage the protection of riparian corridors with the use of buffer strips.*

***Department of Transportation: Transportation Alternatives Program (NYSDOT TAP)***

This program is an 80% federal share grant administered by the State DOT for non-motorized transportation needs of cultural, aesthetic, historic and environmental significance. Projects funded by TAP can include streetscape improvements, preserva-

tion/conversion of abandoned railway corridors, new curbs or reconstructed sidewalks, road shoulder widening, curb ramps, bike lane striping, off-road non-motorized trails, bike parking, and bike/pedestrian bridges. Projects must have a minimum cost of \$200,000 and a maximum federal share of \$2.5 million. All recommended implementation actions regarding transportation safety for pedestrians and those that include recreational trails could be eligible for funding through this program. (Strategies C1E, C5D, E1A, I2A, and I3D).

***Department of Environmental Conservation: Water Quality Improvement Project program (NYSDEC WQIP)***

This competitive reimbursement grant program directs funds to projects that reduce polluted runoff, improve water quality and restore habitat in New York's waterbodies. Municipalities can use them to fund up to 85% of the cost for Wastewater Treatment Improvement projects or up to 75% of the cost for Non-Agricultural Nonpoint Source Abatement and Control, Aquatic Habitat Restoration and Municipal Separate Storm Sewer Systems. This resource could be applied to planning and implementation efforts relative to updating coastal management regulations, erosion and flood damage prevention regulations, and other relevant tools for the protection of water and soil resources. (Strategies W1C, N3A, N3B, N3C, and N3D.)

***Office of Parks, Recreation, and Historic Preservation: Park Acquisition, Development, and Planning Grants (NYSOPRHP)***

This program funds the acquisition, development and planning of parks and recreational facilities to preserve, rehabilitate or restore lands, waters or structure for preservation, conservation or recreation purposes. These monies can go towards structural assessments and/or planning for indoor or outdoor projects and must reflect the priorities established in the NY Statewide Comprehensive Outdoor Recreation Plan (SCORP). The Town of Portland may be eligible for funding for implementation actions relative to the consideration of new recreational amenities and programming. (Strategies C2E, C2F, C6A, C6B, C6C, A1D, W2B, W2C, W2D, N1A, N1B, N2A, N2B, N2C, I2A, and I2B).



*The Transportation Alternatives Program supports non-motorized transportation needs of cultural, aesthetic, historic and environmental significance .*



*Managing floodplains and reconstructing degraded wetlands could improve water quality and restore habitat.*



*The New York Office of Parks, Recreation, and Historic Preservation offers grants for local park acquisition, development, and planning.*

## Creating a Project Action Plan

In order to efficiently implement the chosen actions, the Project Lead should develop a Project Action Plan that will investigate the action in detail, the responsible parties, resources needed, and a timeline.

### Steps to Completing a Project Action Plan

- 1) Identify the groups or people or organizations that should be involved or included. Make sure that they are aware of the action the Town wishes to undertake and garner their support.
- 2) Determine if the action involves any financial expenses and if so, who or what could provide funding.
- 3) Create a timeline for the action with target dates for interim steps.
- 4) Develop a project action plan that lists the detailed specific action in sequence, the responsible party, resources, and date or timeframe.

### Sample Project Action Plan

Sample action plan for Action C6B: Promote known historic structures in the Town.

#### Project Action Plan - Mapping Historic Structures

<b>Action</b>	Provide a map of historic structures and their significance on the Town website, and include these on a community “Points of Interest” map to increase awareness of and appreciation for Portland’s history.
<b>Project Lead</b>	Parks and Historical Committee
<b>Other Parties</b>	Town Clerk, graphic artist, news media, librarian, local historians, Historical Society, high school history teacher
<b>Budget</b>	\$600 for creating and printing map
<b>Timeline</b>	Eight months (November 2015 thru June 2016)

Specific Actions	Responsible Party	Resources	Time
1) Solicit nominations for historic structures to be included by contacting local historians, the historical society, and requesting suggestions from the community through the news media.	Committee	Volunteers	Nov.
2) Request that the high school history class take on the project of researching the significance of the nominated structures.	Committee	Volunteers	Nov.
3) Solicit the help of the property owners, librarian, and historical society to assist the students in their research.	Committee	Volunteers	Nov.
4) Contact affected property owners.	Committee	Volunteers Town Clerk	Jan.
5) Take photographs of nominated structures and conduct research.	Students	Volunteers	Jan.
6) Write up significance of nominated structures.	Students	Volunteers	Feb.
7) Organize selection process.	Committee	Volunteers	Feb.
8) Report on nominations to Town Board and ask Board for input into selection process.	Committee	Volunteers	Mar.
9) Choose which structures will featured.	Committee	Volunteers	Mar.
10) Hire graphic artist to create a map showing location of historic structures.	Town Board	Staff	Apr.
11) Create a "Points of Interest" map.	Graphic Artist	\$500	Apr.
12) Review and Approve map.	Committee	Volunteers	May
13) Notify property owners if their structures have been chosen for inclusion in the Town's list and map of historic structures. Discuss potential access to property for upcoming tour and importance of preserving and interpreting the Town's history.	Committee	Volunteers	May
14) Print map.	Printer	\$100	May
15) Post map on city website.	Town Clerk	Staff	May
16) Host event to present new map and tour the historic structures featured on the map.	Committee	Volunteers	June
17) Promote new map and historic structures.	Committee	Volunteers	Summer

*The first thing to do after adoption, or even as part of the adoption of the Comprehensive Plan, is to identify the specific actions that the Town wants to achieve in the coming year.*

## Jump Start Plan

The first thing to do after adoption, or even as part of the adoption of the Comprehensive Plan, is to identify the specific actions that the Town wants to achieve in the coming year. Each action should be assigned to a person or group to be the lead for that action. In some cases, as stated above, a Town Board Committee may need to be expanded to include interested citizens who can help generate ideas, enthusiasm, and provide the human resources needed to be successful.

### Month 1

- 1) As part of celebration of completion of the Comprehensive Plan, the Town Board will identify actions to be started in 2016. These actions should be ranked as high priorities and have the potential to impact the community. The Town should have the resources needed or the potential to secure resources to complete the actions. They should also address several goals and thereby address issues of importance to various segments of the community. It is also beneficial to choose actions that would pave the way for future actions. Selecting actions that have community support, a recognizable impact, and can be completed in a timely manner will establish momentum for continuing implementation of the Plan.
- 2) Town Board and Staff will identify or confirm who will be the Project Lead for each action. The Town Board will solicit and appoint additional committee members if appropriate, making sure to include the necessary volunteers or agencies.
- 3) Town Clerk will create posters to include the actions to be worked on during 2016, upload the charts on the Town website, and create a short hand-out to be available for citizens at Town Hall, the Library, and other appropriate public places. The Town Clerk or Town Supervisor will issue a news release about the adoption of the Comprehensive Plan and the upcoming implementation actions.



*The Town Board and staff will identify and confirm who will be the Project Lead for each action.*



- 4) Town Board will schedule the upcoming quarterly reports for three meetings over the next year. It will also schedule the annual meeting to review the Comprehensive Plan in preparation for 2017.
- 5) Project Lead for each action will determine an estimated timeline and budget necessary for accomplishing the action and potential funding sources.

### Month 2

- 1) Project Lead will create a Project Action Plan that is then provided to the Town Supervisor.
- 2) Town Supervisor will provide any necessary feedback on the Project Action Plans to the Project Lead in terms of the scheduling staff time and the availability of Town resources that may be required.
- 3) Project Teams begin to carry out their Project Action Plans.

### Month 3

- 1) Project Teams continue to carry out their Project Action Plans.
- 2) Project Leads prepare the first quarterly reports for the Town Board including the parties involved, budget, timeline, progress thus far, and any issues that need to be addressed by the Board or items for which Board guidance is desired.

## Future Plan Review

The implementation of the Comprehensive Plan includes mechanisms to monitor progress and address priorities over time. However, after five to ten years, the Town will likely want to revise or update the Comprehensive Plan to acknowledge the progress made and look further into the future while taking into account new opportunities and changing circumstances. And thus, the Town will remain prepared and able to guide its future down the path it has chosen.



*By reviewing the Comprehensive Plan periodically, the Town will remain prepared and able to guide its future down the path it has chosen.*

