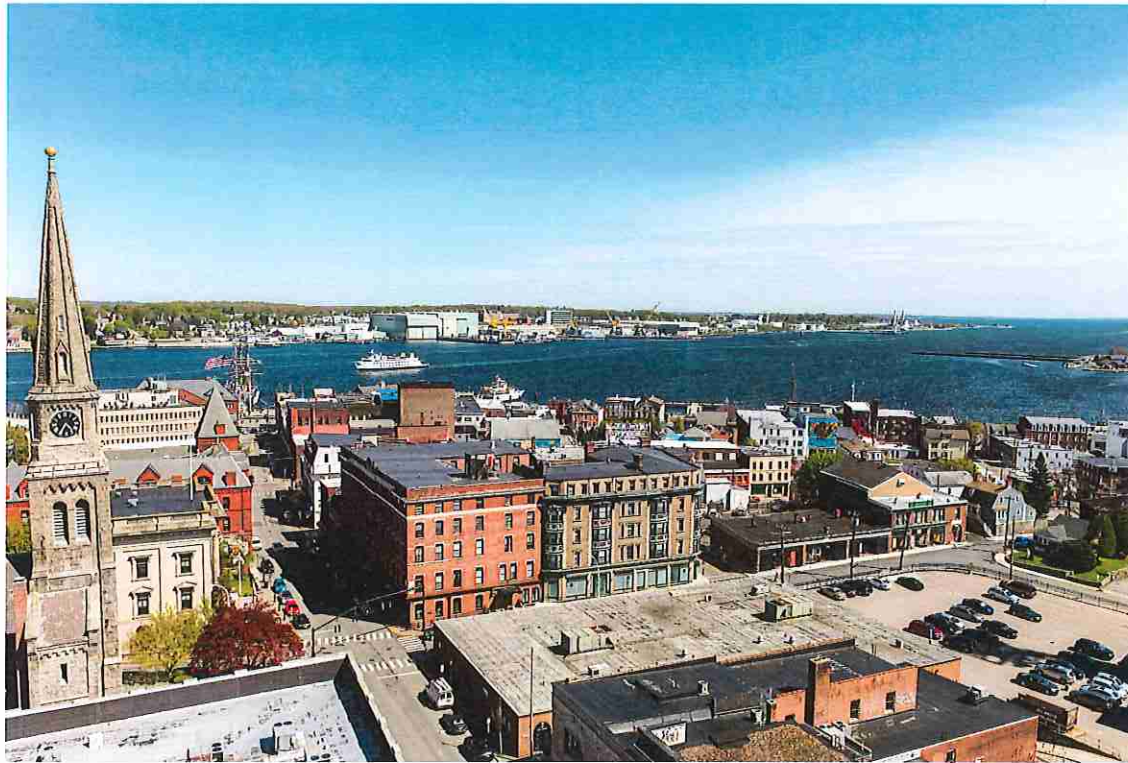


City of New London

PLAN OF CONSERVATION & DEVELOPMENT

Implementation Element



Prepared by the New London Planning and Zoning Commission

Adopted: October 19, 2017

Effective: October 26, 2017

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Implement Plans

City of New London

2017-Plan of Conservation & Development

The Plan of Conservation & Development for the City of New London consists of:

- A “Strategic Element”, and
- An “Implementation Element”

Strategic Element

The main part of-known as the “Strategic Element” is a statement of the overall strategic directions that are a considered important for the City of New London to promote and pursue in order to preserve and enhance those things considered to be integral to growing strategically, promoting livability, leveraging assets, and enhancing the overall character, ambience and quality of life in the City.

It is the “big picture” and strategic in nature so that New London residents will use it to discuss and refine the major directions of the community. It is envisioned that the Strategic Element will be reviewed every 5-10 years to ensure that the strategic directions for New London are appropriate for addressing the issues facing the Community.

Implementation Element

This part-known as the “Implementation Element”- is a more detailed compilation of tasks and programs that will be considered to accomplish the overall strategies. This element identifies specific tasks to be completed, the entity responsible for completing the task, and the anticipated timeframe for completing the task. It is envisioned that the Implementation Element will be reviewed and updated every year to clear completed tasks and to add new tasks. In addition, this annual review will help to ensure that the work program for the upcoming year (and beyond) reflects fiscal and operational capabilities and the evolving needs of the City.

Implementation Overview

Implantation is the main purpose of the planning process. While identification of desirable strategies is important, that effort will only bear fruit if tasks or actions are implemented to make it happen. It is intended that this implementation element will be a working document used to implement strategies identified in the Strategic Element (a separate document) of the 2017 Plan of Conservation & Development.

It is expressly intended that this Plan of Conservation and Development will be used on a regular basis. The main reason that the Plan has been prepared with two elements is so that this Implementation Element will be updated on a regular basis by:

- Assessing how the implementation is proceeding,
- Adding new tasks or actions that will help accomplish the overall strategic goals outlined in the Strategic Element,
- Refining tasks or actions already underway in order to enhance their implementation or improve their effectiveness,
- Deleting tasks or actions completed satisfactorily, and
- Adding or deleting tasks or actions as the Strategic Element is amended from time to time.

This process is intended to cultivate a “culture of planning” within New London where the overall strategies are periodically reviewed and the supporting tasks and policies are regularly revised to respond to the changing conditions. This approach will help the Plan (and Plan strategies) be relevant over a long timeframe.

It is understood that implementation of the Plan will be a gradual and continual process. While some recommendations should (and will) be carried out in a relatively short period of time, others may be long-term in nature. Further, since some recommendations will involve additional study or a commitment of fiscal resources, their implementation will take a place over the several years or occur in stages.

The Planning & Zoning Commission (PZC) has the primary responsibility of coordinating implementation of the Plan’s recommendations. Of course, some recommendations will require the cooperation of, and actions by, other local boards and commissions. However, if the Plan is to be successfully realized, it must serve as a guide to all residents, businesses, and individuals interested in the orderly growth of New London.

Implementation Tools

Implementation Committee

The Planning & Zoning Commission (PZC) has primary responsibility for coordinating implementation of the Plan's recommendations. However, experience in other communities has shown that the Commission can be so much more effective in the Plan if it establishes a Plan Implementation Committee (PIC) to oversee the implementation of the Plan. The Plan Implementation Committee (PIC) would include representatives of various City Boards and Commissions and be responsible for coordinating and monitoring the implementation of the Plan. The Committee should assess the status of specific recommendations, evaluate the priorities, and even suggest new implementation techniques.

Annual Work Programs

The Plan of Conservation and Development should be used by the Plan Implementation Committee, the Planning & Zoning Commission, the City Council, and other Boards and Commissions to organize annual work programs (including operating budget requests, capitol planning and work effort(s)). If the activities of all municipal organizations can be coordinated, there can be significant benefits in the efficiency, economy, and results. Subsequent pages in this element contain implementation tables identifying the initial tasks and actions that will promote implementation of the Plan. The guides assign primary responsibilities and priorities to implementing the recommended strategies and tasks.

As A Reference For Proposed Actions Or Activities

Using the Plan of Conservation and Development as a basis for land use and other decisions within the City will help accomplish the goals and objectives of the Plan and its various elements.

Consistency Checklists

Activities proposed in the City of New London can and should be reviewed for consistency with the major recommendations of the Plan. The checklist (presented in the Strategic Element) is intended to help evaluate public actions and private activities to determine consistency. This type of checklist can help:

- applicants preparing and presenting applications to City Staff, the City Council, the Planning & Zoning Commission, or other agencies,
- staff prepare application reviews and comments, and
- the Planning and Zoning Commission review applications and municipal proposals for consistency with the Plan of Conservation and Development.

Annual Operating Budget/Capitol Improvement Programming

Communities that use the recommendation of their Plan of Conservation and Development to guide municipal spending priorities achieve the greatest success plan implementation and achieve the most benefit from the plan preservation. New London can achieve similar results and should strive to do so.

The Annual Budget is the guideline for municipal spending over the coming fiscal year. Plan recommendations should be considered during the formulation of the City’s Operating Budget so that the overall objectives of the Plan will be accomplished.

The Capital Budget (or Capital Improvement Plan) is a tool for planning major capital expenditures of a municipality so that local needs will be identified and prioritized within local fiscal constraints that exist. The Plan proposes that the Plan recommendations be included in the City’s Capital Improvements Plan and that the funding for them be including as part of the Capital Budget.

Land Use Regulations

The Zoning Regulations and the Subdivision Regulations are key tools for guiding the development of New London and for implementing the recommendations of the Plan. However, as the Zoning Regulations have been amended over time, the organization is not as clear and concise as it could be. The regulations are becoming less, “user friendly” over time and this makes land use objectives less transparent and understandable. The City should consider undertaking a comprehensive reorganization of the Zoning Regulations and Subdivision Regulations in order to make the regulations more user-friendly and continue to implement Plan recommendations.

Enforcement of regulations is an important related issue. It makes little sense to plan for the future of the City of New London and develop regulations to encourage positive results if there are not the resources to enforce and/or implement the. Special efforts should be made to support enforcement of local regulations and programs.

Implementation Tables

The implementation tables on the following pages will be used by the Plan Implementation Committee, the Planning & Zoning Commission, the City Council, and other Boards and Commissions to develop and refine more detailed work programs. IN addition it is envisioned that the City will use the Plan to help develop the operational budget and the capital budget and refine the implementation schedule. The annual work program will then be shared and coordinated with other Boards and Commissions.

More importantly, it is envisioned that the Plan Implementation Committee will update these implementation tables on a regular basis to ensure that they reflect the most current thinking about desirable actions and programs for the City of New London. It is understood that policies and strategies will evolve over time as implementation or new situations provides insight into desirable policy directions. In other words, the Plan is not a static document and will continue to be reviewed and refined over time. The process of updating the implementation tables should be swift and purposeful so that efforts can be focused back on implementation.

Legend for Implementation Tables

The following page contains an example of implementation table and a glossary of terms. These are provided to assist with the implementation and updating of the tasks and actions in the future.

The following table summarizes the codes for some of the organizations expected to participate in implementation:

Code	Description	Code	Description
AAP	Assessment Appeals Board	LLHD	Ledgelight Health District
BC	Beautification Committee	Mayor	Mayor's Office/Administration
BOE	Board of Education	NE	Neighborhood Enhancement
CAC	Citizens Advisory Committee	NLHS	New London Historical Society
CC	City Council	NLL	New London Landmarks
CD	Community Development	NLPD	NL Police Department
CoC	Chamber of Commerce	OBP/BC	Ocean Beach Park/Boston Concessions
CRB	Charter Review Board	Other	Other Boards, Agencies, or Persons
DPW	Public Works	PA	Port Authority
EDC	Economic Development Commission	Parking	Parking Authority
FDNL	NL Fire Department	PCR	Police Community Relations Committee
FTZ	Foreign Trade Zone Commission	PIC	Plan Implementation Committee
IT	Geographic Information Systems -Info Technology	PZC	Planning & Zoning Commission
HA	Housing Authority	RCDA	Renaissance City Development
HDC	Historic District Commission	REC	Parks & Rec Com/Dept.
HMC	Harbor Management Commission	Res.	New London Residents
IT	Information Technology	SCCOG	Southeastern CT Council of Gov'ts
IWC/CC	Inland Wetlands & Conservation Commission	Staff	Planning, Zoning, Wetlands & Economic Development Staff
LD	Law Director	Util.	Other Utility Providers
LLHD	Ledgelight Health District	V/PU	Veolia/Public Utilities
		ZBA	Zoning Board of Appeals

Maintenance of Implementation Tables

It is intended that the implementation tables on the following pages will be reviewed and updated annually. It is not intended that these implementation tables should be expected to remain valid or relevant for an extended period of time since circumstances affecting the City of New London will certainly change overtime. The process of annual review and updating of the implementation tables might include the following protocol ***for each element and strategy***:

Programs/Objectives (Ongoing Activities where progress or completion may not be completed)

1. Which programs or objectives are being implemented?
 - (a) Are the results helping to achieve the strategic direction identified in the Strategic Element of the Plan?
 - (b) Should any refinements be made to the program or objective?

2. Are there any new programs or objectives (for changes to listed programs or objectives) that should be undertaken to help achieve the strategic direction identified in the Strategic Element of the Plan?

Task/Actions (progress or completion can be identified and measured)

3. Which tasks or actions have been initiated or completed since the last review?
 - (a) Are the results helping to achieve the strategic direction identified in the Strategic Element of the Plan?
 - (b) Should any refinements be made to the task or action?
 - (c) Can the task or action be marked as completed?

4. Are there any new tasks or actions (or changes to listed tasks or actions) that should be undertaken to help achieve the strategic direction identified in the Strategic Element of the Plan?

Priority/Responsibility

5. Are there priorities for the program/objectives appropriate?
6. Is the target date realistic and reasonable given the available resources and priorities?
7. Are the appropriate entities identified?

Overall Strategy

8. Is the overall strategy still relevant and appropriate?
9. Are any new strategies needed to focus attention in new areas?

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Implementation Tables

Grow Strategically

Reinforcing Community Structure

See pages 31 to 33 in the "Strategic Element" of the Plan of Conservation & Development for Information on Community Structure

A. Recognizing Planning Districts

Reinforcing Community Structure

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Inventory of infrastructure improvements prioritized by the condition and replacement timetable (including sewer, water, sidewalks, streetscapes, etc.).	TBD	TBD	N/A	DPW	DPW V/PU
B	Promote a variety of housing options to homebuyers, renters, and developers.	TBD	TBD	N/A	CD	PZC HA CC EDC CD
B	Promote public awareness of recreational options available to residents and visitors.	TBD	TBD	N/A	REC	IWC/CC DPW Staff BC PIC
C	Enhance existing characteristics of, and create new opportunities for green space, pedestrian and bike trails and similar amenities.	TBD	TBD	N/A	REC	IWC/CC DPW Staff BC PIC

Letter=Ongoing Program/Strategy

A = Most Important

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Implementation Tables

B. Neighborhood Districts Reinforcing Community Structure

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Recognize individual "Neighborhood Districts" and the Community Structure of each.	TBD	TBD	N/A	CC	CC CD RES Other Staff
B	Encourage those districts with a predominately residential character by the organization (or reorganization) of neighborhood groups.	TBD	TBD	N/A	Staff	RES City PCR CD
B	Strive to lessen the number of social service delivery facilities in the downtown.	TBD	TBD	N/A	Mayor	CC Mayor CD
A	Develop strategies to minimize the impact of drug, alcohol, and other transitional residential uses on community character (indiscriminate placement, undue concentration, inadequate management and oversight).	TBD	TBD	N/A	Mayor	CC Mayor CD PZC
A	Promote development in those districts that await development such as the Fort Trumbull Maritime & Mixed Use District.	TBD	TBD	N/A	RCDA	RCDA Staff MAYOR CC EDC
C	Promote the key characteristic of each district, e.g. Historic Preservation and adaptive reuse of buildings in the Historic Downtown & Waterfront District. adaptive reuse of existing doctor offices in the Hospital-Office-Residential Neighborhood District.	TBD	TBD	N/A	LLLM	CD Staff HDC NLHS LLLM RES

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Implementation Tables

Grow Strategically

Promote Economic Development

See pages 34 to 38 in the "Strategic Element" of the Plan of Conservation & Development for Information on Economic Development Strategies

A. Support Economic Development

Promote Economic Development

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Promote the continued revitalization of the City's Downtown by encouraging property owners to upgrade their buildings.	TBD	TBD	N/A	Other	PZC Other Staff EDC PIC
B	Streamline the approval process by amending the zoning regulations. Consider increasing opportunities for administrative approvals.	TBD	TBD	N/A	PZC	PIC Staff PZC ZBA
B	Expand, retain and attract new retail, office and service businesses that provide the goods and services for residents and visitors to the City.	TBD	TBD	N/A	Staff	Mayor Staff EDC
C	Continue to emphasize and support the creation of new tourist destinations in the City. Improve and expand the use of existing destinations, attractions and support services within New London.	TBD	TBD	N/A	Staff	Staff Mayor PIC EDC
B	Showcase New London with civic events and activities.	TBD	TBD	N/A	Other	Other
C	Coordinate with the historic agencies (e.g. New London Landmarks, the Custom House Maritime Museum, the Shaw Mansion, and others) to market New London's history and promote tourism.	TBD	TBD	N/A	Staff	PIC Staff NLHS NLLM OTHER
B	Review the Zoning Regulations and amend as necessary to support emerging local and regional markets. Consider "Form Based Zoning Principles and Practices".	TBD	TBD	N/A	PZC	PIC Staff PZC ZBA
A	Expand the use of the Downtown Waterfront Park for year round events.	TBD	TBD	N/A	Other	Other HMC EDC Mayor PIC
B	Address the development and revitalization of the Interstate 95 corridor.	TBD	TBD	N/A	EDC	EDC Mayor STAFF
C	Encourage property owners to maintain and improve their property.	TBD	TBD	N/A	NE	NE

Implementation Tables

B. Support Community Structure Promote Economic Development

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Develop a detailed master plan and capital improvement program that establishes a vision and policies to guide the City's physical development over the next decade.	TBD	TBD	N/A	CC	CC Mayor DPW Staff
B	Encourage business development that complements current businesses.	TBD	TBD	N/A	EDC	EDC Staff RCDA
B	Continue to support development and redevelopment of parcels in the Fort Trumbull area.	TBD	TBD	N/A	RCDA	RCDA Staff EDC Mayor
B	Encourage infill development in targeted development areas.	TBD	TBD	N/A	PZC	PZC Staff
C	Support redevelopment and adaptive reuse of the City's existing historic structures.	TBD	TBD	N/A	PZC	PZC NLLM NLHS
C	Continue current efforts to remediate the City's brownfields, apply for grants, assign funding, provide support staff, and implement the area-wide plan, etc.	TBD	TBD	N/A	CD	CD Staff RCDA CC
C	When and where appropriate, offer incentives, including financial (e.g. tax abatements), to support expansion and improvement of existing businesses and to attract new businesses to targeted development areas.	TBD	TBD	N/A	EDC	CC EDC Staff
C	Promote development opportunities of New London's waterfront that are compatible with the planned United States Coast Guard Museum.	TBD	TBD	N/A	EDC	FTZ EDC Staff

Letter=Ongoing Program/Strategy

A = Most Important

B = Important

C = Needed

Implementation Tables

C. Facilitate New Economic Development Promote Economic Development

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Continue working effectively with the Renaissance City Development Association (RCDA).	TBD	TBD	N/A	CC	CC Mayor Staff RCDA
B	Capitalize on the City's multi-modal transportation systems/infrastructure.	TBD	TBD	N/A	Staff	Staff EDC Res COC HMC PA RCDA
B	Utilize all methods and resources to help attract businesses and retain businesses.	TBD	TBD	N/A	Staff	Staff EDC Res COC HMC PA RCDA
C	Remove or relocate from the waterfront uses inconsistent with effective coastal or water dependent resource utilization.	TBD	TBD	N/A	Staff	Staff EDC Res COC HMC PA RCDA FTZ
B	Streamline the economic development and zoning/planning review process.	TBD	TBD	N/A	PZC	Staff PZC
B	Consider amending the zoning regulations where appropriate to expand, stabilize and revitalize the City.	TBD	TBD	N/A	PZC	Staff PZC
C	Maximize effectiveness of state and federal funding to assess and clean up brownfield sites, returning them to productive use.	TBD	TBD	N/A	CD	CD Staff
C	Rehabilitate and adaptively reuse older buildings.	TBD	TBD	N/A	Res	Res Staff EDC
	Aggressively implement appropriate economic development plan recommendations.	TBD	TBD	N/A	Staff	Staff EDC Mayor
B	Support Tourism as a major component of economic development plans.	TBD	TBD	N/A	Staff	Staff EDC Mayor CC Res
B	Capitalize on mixed-use markets at Fort Trumbull that reflect current and future Connecticut economies and provide regional solutions.	TBD	TBD	N/A	RCDA	RCDA Staff EDC Res
B	Create "overlay zoning districts" that permit specific uses in designated areas, where appropriate, in combination with underlying zoning districts, in order to provide alternative development options.	TBD	TBD	N/A	PZC	PZC Staff
C	Expand the "Waterfront Development" zone to include more riverfront areas.	TBD	TBD	N/A	PZC	PZC Staff

Letter=Ongoing Program/Strategy: **A = Most Important** **B = Important** **C = Needed**

Implementation Tables

Grow Strategically

Guide Housing Development

See pages 39 to 42 in the "Strategic Element" of the Plan of Conservation & Development for Information on "Housing Development" strategies

A. Promote Neighborhood Stability

Guide Housing Development

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Promote neighborhood stability and quality of life.	TBD	TBD	N/A	CC	Res NLPD Staff PCR CC
B	Encourage and sustain active neighborhood groups.	TBD	TBD	N/A	PCR	Res NLPD Staff PCR CC
B	Continue efforts to increase home ownership.	TBD	TBD	N/A	Other	Res Other Staff
C	Support efforts by developers and property owner to adaptively reuse properties and renovate under-utilized and vacant buildings.	TBD	TBD	N/A	Staff	Mayor ED Staff RCDA SCCOG PZC
C	Consider thoughtful development of multi-family development, where appropriate.	TBD	TBD	N/A	PZC	PZC Staff ED
B	Consider modification of the zoning regulations, particularly where properties are adaptively reused.	TBD	TBD	N/A	PZC	PZC Staff
A	Assertively support abatement of blighted properties.	TBD	TBD	N/A	CC	CC Staff Mayor NE
C	Apply for grants and other government and private funding for residential improvements.	TBD	TBD	N/A		
B	Reactivate the NiPIT program, Neighborhood Interdiction Program Inspection Team, to proactively enforce Building, Fire and Health Code regulations.	TBD	TBD	N/A	CC	CC Staff Mayor CD NE
C	Create an educational opportunities for homeowners to understand code requirements, improvements, etc.	TBD	TBD	N/A	Staff	Other CD Staff NE
C	Consider adaptive residential reuse of larger nonresidential/nonconforming buildings in residential neighborhoods.	TBD	TBD	N/A	PZC	PZC ED Staff

Letter=Ongoing Program/Strategy

A = Most Important

B = Important

C = Needed

Implementation Tables

B. Guide Housing Development

Guide Housing Development

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Maintain existing open space as recreation areas neighborhoods.	TBD	TBD	N/A	DPW	DPW Rec Staff
B	Apply "New Urbanism" design elements in future development to create walkable neighborhoods with housing and employment opportunities.	TBD	TBD	N/A	PZC	PZC Staff RCDA
B	Support modification of the Fort Trumbull/New London Municipal Development Plan to facilitate higher density residential housing.	TBD	TBD	N/A	RCDA	IC Mayor CC RCDA Staff

Letter=Ongoing Program/Strategy

A = Most Important

B = Important

C = Needed

Implementation Tables

Manage Utility Infrastructure Grow Strategically

See pages 43 to 44 in the "Strategic Element" of the Plan of Conservation & Development for Information on "Utility Infrastructure" strategies

A. Support Community Structure Manage Utility Infrastructure

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Continue to provide proper infrastructure (water, sewer, electric, natural gas, and communications) in support of the City's economic development goals. Seek opportunities to explore alternative sustainable energy resources.	TBD	TBD	N/A	CC	DPW CC Mayor Staff Util V/PU
B	Prioritize and phase infrastructure projects in the City with an emphasis on areas with the greatest improvement and upgrade.	TBD	TBD	N/A	CC	DPW CC Mayor Staff Util V/PU

Letter=Ongoing Program/Strategy

A = Most Important

B = Important

C = Needed

Implementation Tables

B. Improve Infrastructure Systems Manage Utility Instructure

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Implement strategies to conserve water and educate the public about water conservation.	TBD	TBD	N/A	V/PU	V/PU DPW
B	Improve the wastewater treatment system to address issues related to water quality, combined sewer/storm overflows, inflow/infiltration and capacity constraints.	TBD	TBD	N/A	V/PU	V/PU DPW
B	Continue to improve the stormwater system to comply with water quality requirements.	TBD	TBD	N/A	DPW	PZC DPW Staff
B	Seek opportunities to implement developmentally appropriate "low impact development" (LID) techniques that promote infiltration into the ground as opposed to using drainage pipes, especially in outlying areas.	TBD	TBD	N/A	PZC	PZC DPW RCDA Staff
C	Support the development of a City-wide high-speed broadband internet system as a communication tool for government, businesses and residents.	TBD	TBD	N/A	IT	IT Mayor CC
B	Embrace wireless communication systems to take advantage of smartphone technology and Wi-Fi systems.	TBD	TBD	N/A	IT	IT Mayor CC
B	Enhance system reliability and the capability to recover from disruptions.	TBD	TBD	N/A	IT	IT Mayor CC
A	Expand the natural gas system. Explore and encourage the use of fossil fuels alternatives.	TBD	TBD	N/A	CC	SCCOGG IWC/CC Mayor CC DPW V/PU
B	Expand the public water supply system.	TBD	TBD	N/A	CC	Mayor CC V/PU

Letter=Ongoing Program/Strategy

A = Most Important

B = Important

C = Needed

Implementation Tables

Enhance Character/Spirit Promote Livability

See pages 45 to 48 in the "Strategic Element" of the Plan of Conservation & Development for Information on "Character/Spirit" strategies

A. Enhance Physical Character Enhance Character/Spirit

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Continue support of organizations within the City responsible for beautification efforts.	TBD	TBD	N/A	Staff	BC NE CC Staff
B	Continue City gateway enhancement.	TBD	TBD	N/A	BC	BC NE CC DPW
B	Improve directional and interpretive signage to assist visitors enjoying the City.	TBD	TBD	N/A	PDW	DPW CC Mayor Staff
C	Enhance the aesthetics of existing parks, streets, parking areas, and municipal buildings.	TBD	TBD	N/A	DPW	REC DPW CC
C	Create a planting and maintenance plan for street trees in areas of the City that lack tree canopy.	TBD	TBD	N/A	DPW	DPW IWCC
C	Create a tree planting program to encourage property owners to enhance their properties.	TBD	TBD	N/A	DPW	DPW IWCC
C	Create a lighting plan standard for City streets and properties, with objectives of reducing light pollution and improving energy efficiency and aesthetics.	TBD	TBD	N/A	DPW	DPW IWCC Staff

B. Preserve and Enhance Scenic Resources Enhance Character/Spirit

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Create an official scenic route plan for the City that would include vistas and access to them.	TBD	TBD	N/A	Staff	Mayor CC DPW Staff
B	Identify and improve scenic routes by installing directional and interpretive signage (e.g. bike lanes, pedestrian paths, sidewalks).	TBD	TBD	N/A	Staff	Mayor CC DPW Staff

Letter=Ongoing Program/Strategy

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C = Needed

Implementation Tables

C. Expand Community Events

Enhance Character/Spirit

Priority/Status	Description	Date Added	Target Date	% Complete	Leader	Partners
B	Continue working with various City event organizers.	TBD	TBD	N/A	Others	Others Staff OBP
B	Market to event organizers beyond the City's boundaries.	TBD	TBD	N/A	Others	Others Staff OBP
C	Create bulletin board space at Gateways to identify upcoming City events.	TBD	TBD	N/A	DPW	Others Staff DPW
C	Expand the promotion of the City through social media to identify upcoming City events.	TBD	TBD	N/A	Staff	Mayor Staff Others

D. Maintain and Enhance Quality of Life

Enhance Character/Spirit

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Protect residential neighborhoods by limiting commercial sprawl while considering wise use of mixed-use in those districts.	TBD	TBD	N/A	PZC	PZC Staff NE Res
B	Encourage neighborhood groups in the City.	TBD	TBD	N/A	PZC	PZC Staff NE Res CD PCR
B	Address the homeless issue in the downtown and throughout the City.	TBD	TBD	N/A	Others	CC Mayor Others Staff
C	Provide homeowners with opportunities for home improvements.	TBD	TBD	N/A	Others	CD Others Staff
B	Use blight ordinance to address properties throughout the City that have a negative impact.	TBD	TBD	N/A	Staff	Staff
B	Strive to lessen the number of social service delivery facilities in the downtown.	TBD	TBD	N/A	Others	CC Mayor Others Staff
A	Develop strategies to minimize the impact of drug, alcohol, and other transitional residential uses on community character (indiscriminate placement, undue concentration, inadequate management, and oversight).	TBD	TBD	N/A	Others	CC Mayor Others Staff
A	Strengthen community-based policing/code enforcement.	TBD	TBD	N/A		Res Staff CC NLPD PCR Others

Letter=Ongoing Program/Strategy

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B = Important

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Implementation Tables

Provide for Community Facilities

Promote Livability

See pages 49 to 54 in the "Strategic Element" of the Plan of Conservation & Development for information on "Community Facilities" strategies

A. Maintain Adequate Community Facilities

Provide for Community Facilities

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Continue to provide and maintain community facilities and programs such as the Martin Center, Senior Center, Boys and Girls Club and New London Recreation Programs.	TBD	TBD	N/A	DPW	CC DPW Rec Staff
B	Continue to evaluate and prioritize municipal facility needs.	TBD	TBD	N/A	DPW	CC Mayor DPW Staff
B	Explore and capture opportunities to consolidate activities between school and municipal operations (facility use, building maintenance, grounds maintenance, and funding).	TBD	TBD	N/A	BOE	BOE Mayor Staff
C	Review and research the use of reserve funds, community development grants and other funding mechanisms to help provide municipal facility lifecycle maintenance and improvement.	TBD	TBD	N/A	CC	DPW CD Staff
C	Prepare and implement a handicapped accessibility plan for all municipal buildings.	TBD	TBD	N/A	DPW	DPW CD Staff
B	Provide and support the provision of a full spectrum of quality educational facilities and services to meet the needs of all segments of the City's population.	TBD	TBD	N/A	BOE	BOE Mayor Staff CC

Implementation Tables

B. Implement New Service Technologies

Provide for Community Facilities

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Expand the use of technology to offering online services to inform residents of community news, alerts, requests for service, alert appropriate parties of problems and to coordinate activities and management across municipal functions.	TBD	TBD	N/A	IT	IT CC Mayor Staff
B	Maintain and improve the City's Geographic Information System (GIS).	TBD	TBD	N/A	IT	IT CC Staff
B	Provide online public access to the City's GIS.	TBD	TBD	N/A	IT	IT CC Staff
C	Provide Citywide wireless internet access for residents, visitors, businesses and their employees.	TBD	TBD	N/A	Other	Other IT

C. Encourage and Support Other Facilities

Provide for Community Facilities

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Encourage multipurpose use of facilities and continued cooperation between public and private agencies. The delivery of a wide variety of recreational and community service programs and services to City residents.	TBD	TBD	N/A	DPW	DPW BOE Others Rec
B	Support educational organizations such as pre-Kindergarten to twelfth grade schools, adult education and colleges/universities.	TBD	TBD	N/A	BOE	BOE CC Mayor Others Res
C	Continue to support the existing operations and the anticipated improvements to the New London Public Library.	TBD	TBD	N/A	CC	CC Mayor Staff
C	Support health and medical organizations.	TBD	TBD	N/A	LLHD	LLDH Others
C	Support the abundant variety of art and cultural organizations.	TBD	TBD	N/A	CC	CAC CC PZC Res Staff

Letter=Ongoing Program/Strategy

A = Most Important

B = Important

C = Needed

Implementation Tables

Promote Livability

Enhance Open Space/Greenways

See pages 54 to 57 in the "Strategic Element" of the Plan of Conservation & Development for information on "Open Space/Greenway" strategies

A. Maintain Existing Open Spaces

Enhance Open Space/Greenways

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Maintain and improve existing open spaces and parks.	TBD	TBD	N/A	DPW	DPW Rec CC
B	Expand existing parks and open spaces (such as Bates Woods, Riverside Park) as opportunities arise.	TBD	TBD	N/A	CC	DPW Rec CC
C	Develop a "Master Parks Plan" that inventories parks, open space areas, and amenities. Assess current and future infrastructure needs.	TBD	TBD	N/A	DPW	DPW Rec CC
B	Explore grant opportunities in existing parks for walking trails and exercise paths, interpretive signage and educational purposes.	TBD	TBD	N/A	Staff	IWCC Staff CD DPW Rec CC
C	Create a neighborhood park program to develop open greenspace and recreational spaces in the downtown and dense/urban parts of the City that presently lack this space.	TBD	TBD	N/A	DPW	IWCC Staff CD DPW Rec CC NE
C	Focusing on City-owned property primarily, the City should also offer tax incentives to property owners to create park space on underdeveloped lots in the City. Identify properties for which such treatment would be appropriate.	TBD	TBD	N/A	CC	CC Mayor Staff
C	Create a City plan to address the menace of invasive plants.	TBD	TBD	N/A	IWC	IWC DPW Others Staff

Letter=Ongoing Program/Strategy

A = Most Important

B = Important

C = Needed

Implementation Tables

B. Create An Open Space System Enhance Open Space/Greenways

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Create an overall interconnected city wide open space/trail network with "greenways" on land and "blueways" on water.	TBD	TBD	N/A	Staff	HMC, Staff, DPW, IWC
B	Create a municipal land acquisition fund to support future purchase, enhancement or expansion of open spaces.	TBD	TBD	N/A	CC	CC Mayor
C	Expand existing parks and open spaces (such as Bates Woods, Riverside Park) as opportunities arise.	TBD	TBD	N/A	Staff	CC Staff DPW
B	Seek federal and state programs to assist the City to purchase, enhance or acquire future open space.	TBD	TBD	N/A	Staff	DPW Staff CD
C	Partner with other municipalities to create programs that link the communities with open space, greenways or blueways.	TBD	TBD	N/A	CC	CC IWCC Staff DPW Others
C	Encourage neighborhood programs so that residents can adopt a neighborhood park.	TBD	TBD	N/A	CD	CD NE Staff Others Res

Letter=Ongoing Program/Strategy

A = Most Important

B = Important

C = Needed

Implementation Tables

Promote Livability

Address Transportation/Mobility Needs

See pages 58 to 62 in the "Strategic Element" of the Plan of Conservation & Development for Information on "Transportation/Mobility" strategies

A. Establish and Maintain A Balanced Transportation System Address Transportation/Mobility Needs

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Provide transportation to meet the mobility and access needs of the community.	TBD	TBD	N/A	Others	Others Staff
B	Create a balanced transportation system that addresses pedestrian, bicycle, vehicle and transit needs.	TBD	TBD	N/A	Others	Others Staff
C	Where possible, enhance existing streets to be "complete streets".	TBD	TBD	N/A	Others	Others Staff Res

Letter=Ongoing Program/Strategy

A = Most Important

B = Important

C = Needed

Implementation Tables

B. Address Roadway Needs Address Transportation/Mobility Needs

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Improve access in and around the City's downtown, residential and commercial area.	TBD	TBD	N/A	Staff	DPW Staff Mayor CC
B	Encourage the establishment of roadway connections where beneficial to the Community.	TBD	TBD	N/A	Staff	DPW Staff Mayor CC
B	Work with Connecticut Department of Transportation to create more driver-friendly access to businesses located along the I-95 corridor.	TBD	TBD	N/A	Staff	NLPD DPW Staff Mayor CC
C	Address unsafe/hazardous roadway stretch in the area of Mohegan Avenue and Williams Street near Connecticut College.	TBD	TBD	N/A	Staff	DPW Staff Mayor CC
C	Explore alternative access for motorists to park downtown, without creating hazards for other motorists, pedestrians or bicyclists.	TBD	TBD	N/A	Staff	Staff DPW
B	Create a traffic signal and pedestrian crossing maintenance plan.	TBD	TBD	N/A	DPW	Staff DPW
A	Continue to maintain and improve roadways to extend their useful life and minimize the need for corrective reconstruction.	TBD	TBD	N/A	DPW	Staff DPW

Implementation Tables

C. Enhance Provision For Pedestrians and Bicycles Address Transportation/Mobility Needs

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Increase opportunities for walking and bicycling and promote these as viable transportation choices.	TBD	TBD	N/A	DPW	CC DPW Staff
B	Identify areas in the City that could safely and effectively support bike lanes and create a program to fund and implement the desired improvements.	TBD	TBD	N/A	Staff	CC DPW Staff
A	Identify priority areas in the City for sidewalk and curb repairs. Create a program to fund and implement the desired improvements.	TBD	TBD	N/A	DPW	CC DPW Staff
B	Identify areas in the City lacking in safe bike lanes and mean by which they may be installed (narrowing roadways).	TBD	TBD	N/A	DPW	CC DPW Staff
C	Incorporate safe crosswalks citywide.	TBD	TBD	N/A	DPW	CC DPW Staff

D. Enhance Transit Services Address Transportation/Mobility Needs

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Encourage increased commuter rail services between New London to New York City, Providence and Boston and other places.	TBD	TBD	N/A	Others	Staff CC Mayor Others Res
B	Encourage the use of ferry and water taxi service.	TBD	TBD	N/A	Others	Staff CC Mayor Others Res
C	Expand use of freight rail as an alternative to over the road transit.	TBD	TBD	N/A	Others	Staff CC Mayor Others Res

Implementation Tables

Leverage Assets

Capitalize On Historic Assets

See pages 63 to 66 in the "Strategic Element" of the Plan of Conservation & Development for information on "Historic Resource" strategies

A. Protect Historic Resources

Capitalize On Historic Assets

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Protect and preserve historic resources by consideration of establishing Village Districts and nominating appropriate sites for the National and State Registers of Historic Places.	TBD	TBD	N/A	NLL	NLL NLHS Staff Others Res PZC
B	Improve, expand and promote programs to protect historic buildings, neighborhoods, sites, parks and architecturally significant structures. This includes endangered historic assets.	TBD	TBD	N/A	NLL	NLL NLHS Staff Others Res
B	Investigate potential methods to encourage historic property restoration and rehabilitation.	TBD	TBD	N/A	Staff	NLL NLHS Staff Others Res
C	Support the pursuit of private and public funding for use by owners of historic buildings for restoration and rehabilitation.	TBD	TBD	N/A	Staff	NLL NLHS Staff Others Res CD IC
C	Consider preparing a City cultural resources plan.	TBD	TBD	N/A		Staff Others NLL NLHS Res
C	Identify and promote areas of the City that are of distinctive character, landscape, or historic value that aren't presently considered Historic Assets.	TBD	TBD	N/A		Staff Others NLL NLHS Res
B	Support the flexible and reasonable application of various codes to historic structures where such application is allowed and will not affect safety.	TBD	TBD	N/A		Staff Others PZC IC
B	Encourage partnerships within the City that recognize and protect the City's historic assets.	TBD	TBD	N/A		Staff Others PZC IC NLL NLHS
B	Create a New London tourism committee dedicated to promoting the City and its many historic attractions.	TBD	TBD	N/A		Staff Others PZC IC NLL NLHS

Implementation Tables

B. Support Historic Preservation Efforts Capitalize On Historic Assets

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Support the efforts of private organizations associated with History Assets.	TBD	TBD	N/A	Others	CC Mayor Staff NLL Staff DPW Res Others
B	Improve interpretive signage for historic sites and districts.	TBD	TBD	N/A	DPW	CC Mayor, Staff NLL Staff DPW
B	Promote the identification of private homes and buildings of historic significance.	TBD	TBD	N/A	NLL	CC Mayor Staff NLL, Staff, DPW
A	Encourage the preservation of historic building façades in instances where it is not economically feasible to retain entire structures.	TBD	TBD	N/A	PZC	Staff NLL PZC Others
B	Explore the use of incentive programs to encourage the rehabilitation and adaptive reuse of older existing buildings.	TBD	TBD	N/A	CC	CC Mayor Staff NLL Others ED
B	Develop a city-wide preservation plan that catalogs existing historic resources, existing preservation mechanisms, identifies gaps in protections of historic structures, and identifies additional preservation opportunities.	TBD	TBD	N/A	NLL	CC Mayor Staff NLL Others
B	Use funding and financing tools such as historic tax credits to help with preservation costs where appropriate.	TBD	TBD	N/A	CC	CC Mayor Staff NLL Others
B	Identify locations where collections of iconic buildings can be enhanced and complemented with modern infill development that create energetic and marketable locations.	TBD	TBD	N/A	NLL	CC Mayor Staff NLL Others PZC

Implementation Tables

Leverage Assets

Protect Natural Resources

See pages 67 to 69 in the "Strategic Element" of the Plan of Conservation & Development for information on "Natural Resource" strategies

A. Protect Natural Resources

Protect Natural Resources

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Adopt a standardized maintenance program for catch basins and street sweeping throughout the City to minimize the transport of silt, sediments and road pollutants into inland and tidal wetland systems, the Thames River and Long Island Sound.	TBD	TBD	N/A	DPW	DPW Staff
B	Seek grant funds to establish a water quality assessment program and create an environmental database.	TBD	TBD	N/A	CD	DPW Staff CD CC Mayor
A	Update the Zoning Regulations to include Best Management Practices and State of Connecticut Stormwater Management requirements.	TBD	TBD	N/A	PZC	PZC Staff
C	Support the City's Shade Tree Commission in the implementation of a Tree Removal and Replacement program including creating a tree inventory and placing new trees where appropriate.	TBD	TBD	N/A	IWCC	CC IWCC DPW Staff
C	Encourage Urban Forestry principles and practices.	TBD	TBD	N/A	IWCC	IWCC DPW Staff
B	Encourage the use of Low Impact Development (LID) policies and practices.	TBD	TBD	N/A	Staff	PZC IWCC Staff
B	Implement regulations and ordinances to address the removal and disposal of invasive plants and their appropriate replacement with non-invasive plant, consistent with the Connecticut General Statutes.	TBD	TBD	N/A	IWC	IWCC DPW Staff
A	Implement Best Management Practices for snow and ice removal to mitigate potential impacts to water quality.	TBD	TBD	N/A	DPW	IWCC DPW Staff
B	Review land development plans and zoning regulations of municipalities surrounding the City's water supply resources located outside City limits (Salem, Montville and Waterford) to ensure that City water resources will not be adversely	TBD	TBD	N/A	PZC	PZC Staff

	impacted by potential development. Propose appropriate changes.					
A	Identify the most significant inland and tidal resources in the community and prioritize their conservation efforts.	TBD	TBD	N/A	Others	Other SCCOG Staff
A	Encourage alternatives to impervious surfaces and storm water management techniques that direct water to point discharges.	TBD	TBD	N/A	PZC	PZC Staff DPW Others IWCC
A	Promote the use of upland buffer areas for the filtering of storm water as an alternative to direct discharges into wetlands and other waterbodies.	TBD	TBD	N/A	IWCC	PZC Staff DPW Others IWCC
A	Continue the strict enforcement of floodplain regulations to minimize potential flood hazards and property damage during flood events.	TBD	TBD	N/A	Staff	PZC Staff DPW Others IWCC
B	Continue concerted efforts to clean up contaminated brownfield sites prioritizing those adjacent to inland and coastal water resources.	TBD	TBD	N/A	Staff	CC EDC Staff
B	Continue to explore the expansion of linear parks and walkways between existing open space land using public and private utility easements, as well as improving public access to coastal resources.	TBD	TBD	N/A	Staff	CC Staff Rec DPW
B	Work with the State to relocate the boat launch currently sited under the Gold Star Bridge.	TBD	TBD	N/A	Others	Mayor Staff Others

Implementation Tables

Leverage Assets

Protect Coastal Resources

See pages 70 to 73 in the "Strategic Element" of the Plan of Conservation & Development for Information on "Coastal Resource" strategies

A. Protect Coastal Resources

Protect Coastal Resources

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Preserve and enhance the remaining natural coastal resources in the City's coastal area.	TBD	TBD	N/A	Others	Others SCCOG PZC
B	Explore the need for a management program for shellfish and finfish resource areas in the City.	TBD	TBD	N/A	Others	Others SCCOG PZC
B	Investigate the extent and severity of sand and silt deposition and erosion from the Riverside Park area to Ocean Beach Park to determine appropriate action.	TBD	TBD	N/A	Others	Others SCCOG PZC DPW OBP Staff
A	Investigate and mitigate the introduction of pollutants into the coastal waterways.	TBD	TBD	N/A	Others	Others DPW PZC Staff
A	Assure that the City studies and implements projects designed to improve and protect the City's coastal resources.	TBD	TBD	N/A	Others	IC Others Staff PZC
A	Continue to implement state and federal programs for coastal management.	TBD	TBD	N/A	Staff	IC Others Staff PZC
B	Continue to improve coastal water quality.	TBD	TBD	N/A	Others	IC Others Staff PZC
B	Evaluate the long term implications of sea-level rise.	TBD	TBD	N/A	Others	IC Others Staff PZC
A	Actively promote the City's maritime history to residents and visitors.	TBD	TBD	N/A	Others	IC Others Staff PZC
B	Continue to work with the Town of Waterford and others to improve the overall water quality in Alewife Cove.	TBD	TBD	N/A	Staff	IC Others Staff PZC
C	Encourage maintenance and improvements to existing public access points and where appropriate, secure additional public access on private lands.	TBD	TBD	N/A	Staff	IC Others Staff PZC
B	Install interpretive signage adjacent to public access points to educate the community about coastal resources and their importance.	TBD	TBD	N/A	Staff	IC Others Staff PZC

B. Plan For Waterfront Areas

Protect Coastal Resources

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Promote and preserve waterfront areas for water-dependent uses.	TBD	TBD	N/A	PZC	Staff PZC Others EDC
B	Recognize and capitalize on existing water-dependent uses, such as ferry services, water taxi and tourism.	TBD	TBD	N/A	Others	Staff PZC Others EDC HMC PA
C	Secure additional public access along the waterfront.	TBD	TBD	N/A	CC	CC Staff Mayor
B	Protect and enhance the existing waterfront access points at the City's public parks and recreation areas in the coastal area.	TBD	TBD	N/A	DPW	CC Mayor Staff PZC PZC
A	Enhance the appearance and function of the City Pier as the most important point for waterfront access to the downtown.	TBD	TBD	N/A	Others	CC Mayor Staff PZC Others
A	The City's historic maritime role should actively be promoted to the tourism market to enhance the City's image.	TBD	TBD	N/A	Others	CC Mayor Staff NLL Others
B	Establish a special marketing program to promote the economic development potential of the City's waterfront.	TBD	TBD	N/A	Others	CC Mayor Staff Others HMC EDC
C	Improve and preserve existing private and semi-private access areas in the coastal area, and increase accessibility to the waterfront by obtaining public access where appropriate.	TBD	TBD	N/A		CC Mayor Staff PZC Others

Implementation Tables

Leverage Assets

Promote Urban Agriculture

See pages 74 to 76 in the "Strategic Element" of the Plan of Conservation & Development for Information on "Sustainability" strategies

A. Promote Community Gardens

Promote Urban Agriculture

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Encourage the creation and expansion of urban farms, community gardens and edible landscaping.	TBD	TBD	N/A	IWCC	IWCC PZC Others Staff CD
B	Create programs to educate the public about community gardening, growing and consuming vegetables and fruits.	TBD	TBD	N/A	Others	Others Staff CD BOE
B	Pursue grant opportunities that fund urban farming initiatives and education programs.	TBD	TBD	N/A	CD	CC Others Staff CD

B. Promote Hydroponics, Aquaculture and Aquaponics

Promote Urban Agriculture

Priority/Status	Description	Date Added	Target Date	% Complete	Leader	Partners
A	Encourage hydroponic aquaculture and aquaponic based businesses.	TBD	TBD	N/A	PZC	IWCC PZC Others Staff CD EDC
B	Consider incentives for the adaptive reuse of underutilized buildings for hydroponic aquaculture and aquaponics facilities.	TBD	TBD	N/A	CC	IWCC PZC Others Staff CD EDC CC

Implementation Tables

C. Promote Ecological Sustainability Promote Urban Agriculture

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Promote efforts to reduce water and energy usage, and pursue the use of renewable energy.	TBD	TBD	N/A	IWCC	IWCC V/PU Staff
B	Promote efforts to reduce waste, chemical and pesticide usage and to recycle.	TBD	TBD	N/A	IWCC	IWCC V/PU Staff
B	Incorporate "Green" practices into municipal operations.	TBD	TBD	N/A	CC	CC IWC V/PU Staff

Implementation Tables

Overall Implementation Implementation

See pages 84 to 85 in the "Strategic Element" in the Implementation Element of the Plan of Conservation & Development for information on overall implementation.

A. Implement The Plan Overall Implementation

Priority/Status	Description	Date Added	Target Date	Percent Complete	Leader	Partners
A	Implement the recommendations of the Plan of Conservation and Development.	TBD	TBD	N/A	PZC	PIC MAYOR CC City
1	Establish a Plan Implementation Committee.	TBD	TBD	N/A	PZC	PZC
A	Use a consistency narrative to review planning proposals.	TBD	TBD	N/A	PZC	PZC CC
A	Use the Plan of Conservation and Development to guide municipal expenditures.	TBD	TBD	N/A	CC	PZC CC
A	Seek opportunities for grants to fund City initiatives and to implement Plan recommendations.	TBD	TBD	N/A	CC	PZC CC CD EDC MAYOR City
B	Undertake a comprehensive reorganization/update the Zoning Regulations.	TBD	TBD	N/A	PZC	PZC City ZBA
B	Update the Subdivision Regulations.	TBD	TBD	N/A	PZC	PZC City ZBA
B	Make the POCD maps and other GIS maps available online.	TBD	TBD	N/A	GIS	City GIS