

Chapter 13: Goals and Policies

Introduction

Goals and Policies

The goals for the City are based upon Maine's Growth Management Program and priorities identified by the City of Waterville. Policies incorporate the findings and analysis of the comprehensive plan inventory and public input.

Each policy is followed by the persons or groups assigned to implement it and a time-line indicating when tasks should be completed. Acknowledging the reality that the City will not initiate work on each task concurrently, the time-line is staggered over a period of 5 years. A time-line category "Ongoing" is used to indicate items that should be considered standard operating procedures.

This chapter is divided into sections that correspond to inventory chapters of the plan. Policies that relate to a specific subject, like housing for example, are therefore listed in one place. However, many policies affect other sections of the plan, so it is important to read and consider all of the policies contained in this chapter to understand the scope of those policies.

Demographics

The City experienced a small increase in population between 2000 and 2012, which reversed a decline from previous decades. The City wishes to encourage an increase in new residents and seeks to make the community attractive to a mix of persons, including young professionals, recent college graduates, and persons wishing to create new business ventures.

Goals:

- Plan for orderly growth and development throughout the community and to respond to changes in our population.
- Attract more middle and upper-income persons into the community.
- Create a city that is a great place to live, raise a family, and grow a business.
- Attract and retain younger residents
- Attract new residents into the City interested in creating new business opportunities.

Policies:

1. The City shall monitor demographic trends, especially population, housing, and age distribution and report any significant new trends to the City Council, the Planning Board, and the public. The City shall incorporate any significant changes into the comprehensive plan and revise policies depending upon the data.

Responsibility: City Planner

Time-line: Ongoing

2. The City shall convene a group of citizens tasked with identifying ways to create new excitement about the City and to attract individuals and families into Waterville.

Responsibility: The Mayor and The City Council

Time-line: 2014

3. Because the City is home to a significant number of senior citizens, the City shall continue to communicate with local and regional organizations that serve senior citizens to help ensure that a range of services is available. The City shall provide assistance and financial support when feasible. Service providers include Spectrum Generations, the Alford Youth Center, Waterville Housing Authority, KVCAP transportation services, and the City's Parks and Recreation Department.

Responsibility: City Planner, Parks and Recreation Director, and the City Manager

Time-line: Ongoing

Housing

Superior quality of life is essential for vibrant residential neighborhoods. Issues such as trash, noise, crime, blighted buildings and vandalism, among others, are of utmost concern for residents. Of the significant number of residents who live in apartments, many are unable to find affordable, safe housing, especially units which have the amenities suited to families with children.

Goals:

- Encourage and promote affordable, quality housing opportunities for all residents of Waterville.
- Encourage a variety of types and densities of housing to accommodate households of different sizes, ages and incomes.
- Create vibrant and safe residential neighborhoods.
- Improve the quality of life in neighborhoods by addressing crime, nuisance activities, trash, blighted buildings and poor housing conditions.
- Promote and preserve the unique architecture and historical heritage of our neighborhoods.
- Support and encourage the work of Waterville's neighborhood groups and associations.
- Encourage new housing opportunities through the renovation of vacant buildings, on infill lots, and on the upper floors of buildings in the Downtown.
- Encourage an increase in owner-occupied housing.

Policies:

1. The City shall promote the availability of quality housing for all segments of the population and cooperate with private investors as well as local, state, and federal agencies to make housing opportunities available.

Responsibility: City Council, City Manager and City Planner

Time-line: Ongoing

2. The City shall continue to use Community Development Block Grants (CDBG) to increase the availability of quality housing for people of all income levels, with the renovation of existing units as our top priority

Responsibility: City Manager and City Planner

Time-line: Ongoing

3. The City shall pursue opportunities to help property owners increase the energy efficiency of their homes (including weatherization) and upgrade their heating systems to use cleaner fuels.

Responsibility: City Manager, the City Council, and Sustain Mid-Maine

Time-line: 2014

4. The City shall pursue an aggressive approach to the issue of vacant, substandard or problem buildings by taking the following action steps:
 - a. The City Manager will propose the addition of a new position within the Code Enforcement Office for 2014.
 - b. The City Tax Collector will prepare a list by December of each year of all properties to be foreclosed. The City Manager will solicit recommendations from neighborhood associations regarding City action on these properties within the neighborhood area(s), taking into consideration the following: recreation, open space, parking, and a need to increase owner-occupied housing.
 - c. The Code Enforcement office will work with the City Solicitor to take prompt action against property owners that are in violation of the City's Zoning Ordinance or Property Maintenance Code.
 - d. The City shall review, through the Planning Board, all city codes (especially the Property Maintenance Code), to ensure that provisions are in place for the city to take enforcement action. This review will include examining the feasibility of instituting a multi-family housing inspection program designed to check basic safety and livability, especially in older, low-income neighborhoods. One possible source of funding may be inspection fees that could be used to offset the cost of administering such inspections. The City shall also work in close cooperation with existing agencies that already have inspection programs, such as the Waterville Housing Authority or KVCAP in order to avoid duplication of effort.

Responsibility: City Manager, Code Enforcement Officer, Fire Chief, City Tax Collector, and City Planner

Time-line: Ongoing

5. The City shall continue to ensure that City departments, especially Police and Code Enforcement, have the capacity, including policies, ordinances, legal tools, funds and staff, to maintain a safe environment in all City neighborhoods.

Responsibility: City Manager, City Council

Time-Line: Ongoing

6. The City shall cooperate with neighborhood groups and consider for adoption neighborhood improvement plans developed by residents and implement those plans to the extent that funding is available.

Responsibility: City Council, City Manager, Planning Board, City Planner

Time-Line: 2015

7. The City shall work with developers and representatives of housing organizations such as KVCAP and the Waterville Housing Authority to identify strategies to promote the creation of affordable, safe apartment units through the renovation of existing units.

Responsibility: Housing developers and representatives of housing organizations including KVCAP and Waterville Housing Authority

Time-line: 2015

Local Economy

The City's economic development efforts include funding the services of an economic development director shared with neighboring communities through the Central Maine Growth Council and participating in FirstPark, Waterville Main Street, Kennebec Valley Council of Governments, and the Mid-Maine Chamber of Commerce. Professional, technical, high wage and creative employment opportunities are essential for the financial health of both the City and its residents.

Goals:

- Promote an economic climate that increases job opportunities and overall economic wellbeing.
 - Support the retention and expansion of existing businesses.
 - Promote the airport, industrial parks, FirstPark, Downtown and other commercial areas to increase development.
- Expand and diversify the City's tax base.
 - Create new economic growth by building upon the City's strengths and unique character.
- Foster a talented, trained and entrepreneurial workforce.
- Continue to foster a vibrant Downtown.

Policies:

- 1 The City shall remain actively involved in local, regional, and state economic development efforts in collaboration with the Mid-Maine Chamber of Commerce, KVCOG, Colby and Thomas Colleges, FirstPark, Waterville Main Street, Waterville Development Corporation, Central Maine Growth Council and neighboring communities. The City shall examine the existing arrangement to determine the return on investment in these organizations, and whether or not the City should hire an economic and community development director focused specifically on Waterville to enhance the City's economic development efforts.

Responsibility: City Manager and the City Council

Time-line: Ongoing

- 2 Waterville's Downtown is a local and regional hub for commerce, recreation, and cultural activities and serves to enhance the economic wellbeing of the City and its residents. Continued support for the Downtown and Waterville Main Street with proper oversight to ensure a return on the City's investment is an essential component of the economic vitality of the City.

Responsibility: City Council, City Manager

Timeline: Ongoing

3. The City shall develop a marketing strategy that highlights its unique character, cultural activities, economic strengths, and its attributes that make it a wonderful place to visit, start a business and raise a family. This plan shall be developed with input and close cooperation from the appropriate organizations such as the Colby College, Thomas College, Inland Hospital, Maine General, The Waterville Opera House, The Maine Film Center, The Mid-Maine Chamber of Commerce, Waterville Main Street, The Central Maine Growth Council and others.

Responsibility: City Manager and City Council

Time-Line: 2014

4. Future economic development within the City shall be directed as much as feasible into vacant structures, existing industrial and commercial sites, Downtown and onto College Avenue. Those prime locations have existing services and are zoned for commercial development. The City shall consider creating new TIF districts, applying for grants, assembling parcels of land, making changes to traffic patterns, or rezoning to allow additional uses as needed.

Responsibility: City Planner, City Engineer, Central Maine Growth Council, Economic Development Director, Waterville Main Street, TIF Advisory Committee

Time-line: Ongoing

5. The City shall continue to promote the airport for economic development and operate the facility in an efficient manner, expanding and improving the airport with grants,

enhancing its use for large package delivery service, encouraging new repair and sales activities, and exploiting the Foreign Trade Zone that exists on the site.

Responsibility: City Manager, Airport Director, Economic Development Director, and City Council

Time-line: Ongoing

6. The City shall develop an updated Economic Development Plan for Waterville to guide how the City works to improve the local economy. The plan shall incorporate an analysis of the City's strengths and assets and include regional cooperation. The plan also shall address creating TIF districts, expanding infrastructure, and applying for grant funding along with reexamining development plans for the Trafton Road area, the Airport Industrial Park, FirstPark, Downtown, and College Avenue and renew efforts to expand employment through increased commercial and industrial activities in those areas. The City shall ensure that existing economic sectors and existing businesses are recognized and adequate attention and resources are targeted to foster their continued growth and vitality.

Responsibility: City Manager and City Council

Time-line: 2014

7. The City shall cooperate with and assist organizations providing work force training opportunities within the City, including training for displaced workers, new career opportunities, expanding businesses, and tourism and service workers. The City shall lobby State and Federal sources for funding for this training.

Responsibility: City Manager, Library Director and City Council

Time-Line: 2014

Municipal Finances

The City provides a range of services that residents and businesses rely upon and recognize as benefits of living and doing business in Waterville. Current economic conditions have made it increasingly difficult to finance services, especially when State funding continues to be reduced. As a service center with a large amount of tax-exempt properties, Waterville faces many challenges in trying to balance the need to provide necessary services with the need to keep the municipal tax rate at a reasonable level.

Goals:

- Finance an efficient system of public facilities and services to accommodate anticipated growth and economic development.
- Establish annual budget priorities for both City and school needs to ensure that the City's tax rate remains as low as possible while still delivering a high quality of city services.
- Examine current community services and measure how well they serve the residents of Waterville.

- Limit additional service burdens that should legitimately be absorbed by private development.
- Maintain an excellent credit rating in order to secure a favorable interest rate on future municipal bonds.
- Maintain an adequate fund balance in order to be prepared for unexpected expenses

Policies:

1. The City shall develop a Capital Improvement Plan with annual updates in order to plan for future expenditure requests.

Responsibility: City Council, City Manager, and Department Heads

Time-line: Annually

2. The City shall strive to improve the financial health of Waterville by maintaining an adequate fund balance, pursuing grant opportunities, advocating for stable State revenue sharing and school funding, exploring cost effective regional service delivery programs, and seeking other innovative methods to provide services and improve infrastructure in an economical manner.

Responsibility: City Manager, City Council, Mayor and Finance Director

Time-line: Ongoing

3. The City shall continue to engage residents and local groups as necessary to identify new ways to reduce costs while still providing the services that are necessary to maintain the standard of living that the City’s residents have come to expect.

Responsibility: City Manager, City Council, Mayor and Finance Director

Time-line: Ongoing

4. The city shall continue to work with the major tax exempt institutions to ensure that they provide financial and other support services for community organizations and projects.

Responsibility: Mayor, City Council and City Manager

Time-line: Ongoing

5. The City shall examine imposing fees for some services that are not utilized by all taxpayers in order to more equitably distribute those costs in a way other than through taxation. Some of these services are also used by non-residents, but are currently subsidized through taxation. The City shall also evaluate its current fines or fees for other activities subject to oversight by the City to be sure that we are in line with other municipalities. Examples include:

- a. Examining the City’s municipal solid waste collection and recycling service, including evaluating the possibility of implementing a “Pay-as-you-throw” program

- b. Annually evaluating the fee structure at the municipal pool and adjusting the fee structure so that it becomes self-supporting, including operational expenses and long-term maintenance.
- c. Annually evaluating the fee structure for the Quarry Road Recreation Area and adjusting the fee structure so that it becomes self-supporting, including operational expenses and long-term maintenance.
- d. Imposing or increasing fees for building inspections.
- e. Imposing or increasing fines for code violations.
- f. Imposing or increasing fees for any licenses issued by the City, such as:
 - i. Dog Licenses
 - ii. Liquor Licenses
 - iii. Building Permits

Responsibility: Mayor, City Council, City Manager, Parks & Recreation Director, Public Works Director, Code Enforcement Officer, City Solicitor
Time-line: 2014 & Annually Thereafter

Transportation

The City has a number of significant corridors that serve as principal gateways into the City and can be enhanced by implementing streetscape plans. Those gateways include Main Street, College Avenue, Kennedy Memorial Drive, Front Street, Spring Street, Water Street, the Waterville / Winslow bridge, and Silver Street. Streetscape plans could include improved traffic access, landscaping, signage, and sidewalks. The City also recognizes the importance of rail service to the economic vitality of the City and the region and encourages the continued use of freight service and expansion of passenger service into the City.

Goals:

- Plan for, finance and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development.
- Improve traffic circulation.
- Promote traffic safety.
- Improve traffic connections between existing commercial areas
- Plan for and support a multi-modal and alternative transportation system that includes facilities for pedestrians and bicyclists.
 - Create a City-wide network of walking facilities including sidewalks and trails for both pedestrians and bicyclists.
 - Improve existing pedestrian, bicycling, and vehicular connections between commercial areas and surrounding neighborhoods.

Policies:

1. The City shall develop and update annually a road, sidewalk and trail improvement plan to guide related capital improvements in a cost effective manner. In conjunction, the City shall continue to explore all outside funding opportunities, including cooperation with State and Federal Agencies, as well as interested local non-profit institutions. The City shall seek input about this plan from citizens through engagement with interested organizations such as Kennebec Messalonskee Trails. Top priorities include the following:
 - a. Streetscape improvements along gateway routes into the City.
 - b. Continuing to maintain and improve its pedestrian lights and crosswalks to ensure that they are user-friendly for all of the City residents, including children, senior citizens and the handicapped.
 - c. Examining the need for bike lanes and sidewalks whenever a significant road improvement project is approved, and implementing such improvements when appropriate.

Responsibility: Public Works Director, Park & Recreation Director, Planning Board, City Manager, and City Council

Time-line: 2014 with Annual Updates Thereafter

2. The City shall further study the extension of Airport Road to Webb Road in its Capital Improvement Plan in order to prioritize this need compared to other capital improvements.

Responsibility: City Engineer, City Planner, Planning Board, Public Works Director, City Manager, and City Council

Time-line: 2014

3. The City, in cooperation with the Maine Department of Transportation, shall continue to monitor traffic concerns in key intersections throughout the City and recommend changes as necessary.

Responsibility: City Manager, City Engineer, and City Planner

Time-line: 2014

4. The City shall consider funding improvements to the Trafton Road as a result of a new I-95 Interchange. This project currently is listed in the draft CIP under 2016-2017 requests.

Responsibility: City Manager, City Planner, City Council, and Planning Board

Time-line: Ongoing

5. The City shall review its Site Plan Review Ordinance to examine the feasibility and legality of requiring (or at least encouraging) all new and existing commercial, industrial and similar developments to provide traffic connections and pedestrian access to abutting properties wherever feasible.

Responsibility: City Planner, City Engineer, City Manager, City Solicitor, Planning Board, and City Council

Time-line: 2014

6. The City, in cooperation with the Maine Department of Transportation, Downtown property owners, Hathaway Creative Center developers, and South End residents, shall continue to explore plans and funding options for improving the pedestrian connection and traffic flow between the Downtown and the South End.

Responsibility: City Manager, City Engineer, Planning Board and City Planner

Time-line: 2014

7. The City shall continue to support the transportation services of Kennebec Valley Community Action Program (KVCAP) and advocate for increased bus service.

Responsibility: City Manager, Mayor, and City Council

Time-line: Ongoing

Municipal Facilities

Goals:

- Plan for, finance, develop and maintain an efficient system of public facilities to serve the needs of the community.
- Develop a capital improvement plan to systematically repair and replace Waterville's public infrastructure.
- Encourage citizen participation in all aspects of City life to ensure that the community's assets are developed appropriately.
- Create an excellent educational system
- Pursue less costly alternatives for facilities and services, including cooperative efforts with other communities.

Policies:

1. The City recognizes the vital importance high speed internet plays in economic development, home occupations, medical services, education, and quality of life. The City shall monitor the availability of high-speed internet service and advocate for widespread and affordable internet access to meet current and future demands.

Responsibility: Information Technology Director, City Planner and City Council

Time-line: Ongoing

2. Municipal sewer is available in most areas of the City and provides residents and businesses a safe and economical option for waste disposal. The City shall encourage the Waterville Sewerage District to maintain its sewer infrastructure to continue to provide affordable and efficient services and to reduce infiltration into the system.

Responsibility: City Manager, City Council, and Waterville Sewerage District

Time-line: Ongoing

3. The Waterville Public Library shall continue to be highlighted as the center of reading, learning, creative activities and clearinghouse for ideas to enhance the cultural and social life of the City. Funding for services, materials and programs shall continue to be a priority.

Responsibility: City Manager and City Council

Time-line: Ongoing

4. The City shall work with the school board and superintendent to ensure that there is adequate capital improvement funding in order to continue to invest in its education system and constantly improve facilities. The City shall identify services to assist families and children at risk and to help foster a better environment for learning. The City also shall advocate for a stable source of State and Federal funding to supplement local tax dollars.

Responsibility: City Council

Time-line: Ongoing

Recreational Facilities

Goals:

- Promote and protect the availability of recreational opportunities, including access to surface waters, for all citizens.
- Enhance the quality of life and meet the leisure needs of the community by providing a variety of quality programs for all ages and interests in sufficient, safe, well maintained and properly supervised facilities.
- Enhance and promote the cultural offerings within the City.
- Improve access to the Kennebec River and the Messalonskee Stream for boating, fishing and sight seeing.
- Improve walking, biking, hiking and other outdoor recreational opportunities.
- Provide greater access to recreational areas in the South End and North End neighborhoods.

Policies:

1. The City shall improve its existing recreational facilities according to the facilities improvement plan/schedule contained in the recreation chapter of this plan.

Responsibility: City Manager and City Council

Time-line: Ongoing

2. The City shall investigate the need to create additional pocket parks and other small recreational areas to serve the most densely populated neighborhoods in the City and add these needs to the facility improvement plan as necessary.

Responsibility: City Planner and Parks and Recreation Director

Time-line: 2016

3. The City shall develop a comprehensive greenway plan with the assistance of citizens and existing organizations, such as Kennebec Messalonskee trails, that incorporates walking, hiking and biking access throughout the City. The objective of the greenway plan is to link all major population areas of the City with recreational areas, waterways, and commercial areas. This plan should include a schedule and funding strategies for development of the project.

Responsibility: Parks & Recreation Director, City Council, Planning Board, City Planner

Timeline: 2016

Historic and Cultural Resources

The City contains many historic structures, interesting buildings, and significant places which contribute to our character. It is important that these structures and places be identified and public awareness increased concerning their significance to the entire community. Some historically significant buildings that are valued by residents may be proposed for removal or demolition, due to age or other circumstances. The loss of those buildings would deprive the City of significant pieces of its heritage. A portion of Waterville's Downtown is listed on the National Register of Historic Places as an historic district.

Goals:

- Preserve the City's historic and archeological resources.
- Promote the City's historic resources including its architecture, Downtown, and cultural diversity.

Policies:

1. The City shall conduct a comprehensive survey of all archeological and historic resources within the City.

Responsibility: City Planner, City Engineer

Time-line: 2016

2. The City shall continue to support the efforts of the Waterville Historical Society and other organizations that promote history, art, and cultural heritage throughout the City and strive to educate residents about our rich heritage and the need to protect and preserve important historical assets within the City.

Responsibility: City Planner

Time-line: 2016

3. The City shall explore the feasibility of creating a local historic preservation ordinance or voluntary standard to protect significant properties including those listed on the National Register of Historic Places. It is important to ensure that appropriate standards are used to guide exterior alterations and additions in a manner that respects the character of those buildings. A preference shall be to use the standards of the Secretary of Interior.

Responsibility: City Planner, Planning Board, Waterville Main Street Director, and City Council

Time-line: 2016.

4. In order to save from demolition buildings identified by the City as historically significant, the City shall do its best to publicize information about buildings that may be at risk so the community has ample opportunity to raise funds or to propose an alternative plan for the property. The City shall also consider establishing a mandatory waiting period before demolition can occur, depending on the legality and feasibility of such an ordinance.

Responsibility: City Planner, Planning Board, Waterville Main Street, City Solicitor, and City Council

Time-line: 2017

5. The City shall convene a committee of Downtown property owners to discuss the possibility of developing a set of renovation standards for exterior modifications and, if necessary, to identify funding sources to assist property owners with the cost of exterior work proposed in the Downtown Historic District.

Responsibility: Waterville Main Street, Downtown property owners, City Planner, and City Council

Time-Line: 2017

Natural Resources

Goals:

- Protect the quality of Waterville's water resources, including rivers, streams, aquifers and ponds.
- Protect Waterville's critical natural resources including without limitation, wetlands, wildlife and fisheries habitat, shorelands, scenic vistas and unique natural areas.
- Protect Waterville's air quality.
- Safeguard the City's agricultural and open space resources in a manner appropriate to the character of the City.

- Be wise stewards of our natural resources to ensure that future residents can enjoy clean water and air, a variety of wildlife and fish habitats, and access to nature, open spaces and recreation opportunities.
- Be aware of climate changes and advocate as necessary for local, regional, State and other measures which will ensure our children's access to a healthy environment.
- Advocate for local measures and practices that lessen or eliminate negative impacts upon the environment, such as using cleaner fuels, reducing energy consumption and promoting weatherization.

Policies:

1. The City shall periodically review its land use ordinances, including Shoreland Zoning and Floodplain Management, to ensure that they conform to all applicable State laws and regulations and that new construction is appropriately reviewed and developed in a manner which protects our natural resources.

Responsibility: City Planner and the Planning Board

Time-line: Ongoing

2. The City shall continue to ensure that its natural resources are protected. The City shall find ways to remove from development those areas, features, and significant spaces that enhance the natural environment, allow for passive recreation, and provide open spaces. The City shall pursue funding to purchase those areas for the future enjoyment of residents when appropriate.

Responsibility: City Planner

Time-line: Ongoing

3. The City has a limited amount of rural land as a consequence of its urban character and small land area. Before any significant zoning changes are made to rural areas, the City shall engage citizens, especially rural residents, to discuss options for the future of the rural portions of the City. This applies specifically, but not solely to the possibility of development of a new I-95 interchange on Trafton Road.

Responsibility: City Planner, Planning Board

Time-line: Ongoing

4. The City shall continue to examine its water resources, including rivers, streams, brooks, and wetlands, to ensure that these resources are protected, suitable access is available for recreation, and habitats for animals, birds, and fish are sustained.

Responsibility: City Planner and interested parties

Time-line: 2016

Land Use

Goals:

- Encourage orderly growth and development in specific areas of the City.
- Provide for adequate space and locations for the City's housing, commercial, industrial, recreational, open space and agriculture needs.
- Periodically review the Zoning Ordinance and map to ensure that they meet the needs of the City and its residents.

Policies:

1. The City shall maintain its existing growth and rural area designations as enacted in the 1997 Comprehensive Plan. All land zoned Rural Residential, Resource Protection or located in the Shoreland Zone is designated rural area and all land in any other zone is part of the City's designated growth area. The City shall monitor the usefulness of the existing zoning map and propose revisions as required.

Responsibility: City Planner and the Planning Board

Time-line: Ongoing

2. Starting in 2014, the Planning Board with guidance from the City Planner shall review the City's Zoning Ordinances and propose revisions as needed and present those changes to the City Council for consideration. This review shall occur every 2 years and provides for revisions to the Zoning Ordinance and map, based upon the experience of the Planning Board. This review shall include, but not be limited to the following:
 - a. The zoning designation and standards applicable to the Kennedy Memorial Drive corridor (between First Rangeway and Cool Street) to determine if modifications are necessary to respond to current development trends and demands in the area.
 - b. Examining the dimensional and setback requirements for housing in residential areas to determine if these requirements are adequate to meet the City's current and future housing demands. Specifically, the City shall investigate ways to create more opportunities for infill housing development on small land parcels, in vacant structures, and in commercial structures.
 - c. Examining the current zoning adjacent to railroad lines to ensure that zoning promotes rail service to commercial and industrial locations.

Responsibility: Planning Board, City Planner, City Council

Time-line: Ongoing

3. The City shall support citizen grass-roots efforts to improve neighborhoods, including reviewing and voting on adopting neighborhood improvement plans that may be developed by neighborhood associations. This includes but is not limited to the efforts of the South End Neighborhood Association (SENA) to improve the neighborhood and the South End Plan.

Responsibility: City Council

Time-line: Ongoing