

Plan of Conservation and Development

2009



Vision and Policies

5.6.2009

PREPARED BY
The Greenwich Planning and Zoning Commission

This plan has been developed to be viewed on-line.
The on-line version is free and environmentally friendly.

GREENWICH



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THE GOALS OF THE 2009 PLAN OF CONSERVATION AND DEVELOPMENT

February 3, 2009

The Town of Greenwich derives its authority to plan from the 1951 State of Connecticut Legislature Special Act (Act 469, 1951) that says the Greenwich Town Charter is the source of planning authority. In turn, the Greenwich Town Charter (Title 9, Sections 92 through 98) authorizes the Planning and Zoning Commission (P&Z) to prepare, adopt or amend a plan that:

“...shall show the Commission’s recommendation for the most desirable use of land within the Town for residential, recreational, commercial, industrial and other purposes; for the most desirable density of population in the several parts of the Town a system of streets and drains, for parks, for the general location, relocation and improvement of public real property and public buildings, including schools; for the general location and extent of public utilities and terminals, whether publicly or privately owned, for water, sewerage, light, power, transit and other purposes; and for the location of public housing projects. Such other recommendations may be made by the Commission and included in the plan, as will, in its judgment be beneficial to the Town.”¹

Pursuant to this authority and recognizing its responsibility to do so, during the last 21 months, P&Z, its staff and consultants, have been involved deeply in this planning function and have worked through many convergent and divergent concepts. At the same time, the residents of Greenwich, its agencies, boards, departments and commissions have participated in this Plan of Conservation and Development. They have provided commentary and insight at extensive meetings and in memoranda. This input has guided P&Z’s overall planning process with insights, reflections, ideas, suggestions and opinions. This community effort has resulted in this document *The 2009 Plan of Conservation and Development* (POCD).

This POCD is an advisory document. It contains recommendations for Town agencies, boards and departments. The Town departments have reviewed and commented individually on the listed recommendations. All the land-use departments (Inland Wetlands and Watercourses Agency, Conservation Commission, Department of Public Works, and Department of Parks and Recreation) and the First Selectman have provided written statements of support for this POCD.

On those issues which may require further insight, or where sufficient specific knowledge and information is not available, P&Z urges the establishment of committees under the direction of the Selectman’s Office. In recommending the appointment of these committees, the Planning and Zoning Commission retains the authority to independently review any recommendations and must render a final decision on them.

This POCD is important because our residents are proud of Greenwich and the opportunities it affords our families. We hold dear and important that we are primarily a residential community. We are proud of our safe, industrious schools, both public and private; attractive municipal offices; and the high level of municipal service. Special characteristics of Greenwich are the inherent natural aesthetics of the landscape; its green and open spaces; pleasant and diverse parklands and recreational facilities; and coastal and community activities. We hold in highest regard Greenwich Town government, with about 2,000 municipal and quasi-municipal workers, a volunteer 230-member Representative Town Meeting, and hundreds of other residents who donate untold hours on task forces, agencies, boards, commissions, and as consultants to both our municipality and our institutions and our charities.

¹ Greenwich Town Charter, Section 94

Change seems to have occurred around us surprisingly and with rapidity. From its historic roots as a largely self-sustaining community, Greenwich has, in the past few decades, become more of a destination for many of our near and far-surrounding neighbors. Similarly Greenwich residents need to travel to other towns to fulfill many basic needs. Our streetscapes seem unprotected and unfamiliar as we witness severe site regrading, and clear-cutting of our trees, shrubs and vegetation. Age-old homes are razed in less than a day and replaced with looming houses and structures built to near maximum floor area ratios. Often, this crowding creates a sense of unease in neighbors in ways never anticipated by our existing Building Zone Regulations.

Indeed, as individuals and as a community, we are not immune to change or from its challenges that we face. We experience the results of these changes daily, some anticipated, others not, some welcomed, others not. Our general sense, without specifics, is that the economic value of Greenwich land and properties is guiding these changes and creating the challenges around us.

Traffic congestion in many areas of Town at certain times is becoming more and more evident. Safety of our bicyclists, drivers, pedestrians (especially our children) are a concern. Realizing the cumulative results that the potential build-out in all regulatory zones may bring, including in the commercial and residential zones, it is not difficult to understand our frustration and feeling that others are reshaping our world, and that the Town cannot control the changes of the overall character of Greenwich.

However, there is no need for this sense of loss of control. The purpose of this Plan of Conservation and Development is to organize and create a guideline for management of these changes in a way that is consistent with the needs and interests of the residents of this Town. It clearly is within the power of our community to control change.

We must continue to strive to maintain a quality of life that has made Greenwich such a fine place in which to live, work, worship, and raise a family. We can and should maintain our primarily residential community with housing for its entire diverse people. We can refocus our commercial property sector to complement personal, business, recreation and cultural needs of our residents.

Specifically, this Plan of Conservation and Development is first about conservation. Second, it is about development. While saving what is the essence of Greenwich we must improve and provide this road map as we and our families grow and change in a healthy, safe, environmentally-sensitive community with strong attention to our overall community welfare. Third, the POCD is about choice and change. We need not resign ourselves to a community designed by change. Changes in Greenwich must be motivated by, and addressed to, our quality of life choices and not motivated by chance or economic motivation. We must continue to renew our spirit and commitment to a community by design.

This entire document represents a compilation of all planning efforts and strategies developed as part of the planning process for implementation and direction of the future of Greenwich, here is a synopsis of our goals:

**THE GOALS OF OUR 2009 PLAN OF CONSERVATION AND DEVELOPMENT
AND FUTURE LAND USE REGULATION AND INTERPRETATION**

1. *Be and remain primarily a well-maintained residential community for all of our current and future residents.*
2. *Protect and enhance well-defined neighborhoods and village centers.*
3. *Protect and enhance overall community character and quality of life, including the quality of our schools, cultural institutions, recreation, library system, and municipal and quasi-municipal services.*
4. *Encourage retail, residential, dining, cultural institutions, light business centers and other businesses that provide a variety and quality of goods and services for our residents.*
5. *Protect and enhance water and land natural resources, pervious surfaces, open space, parklands, recreational facilities and areas in an environmentally sensitive manner.*
6. *Continue, initiate and encourage renewed commitment for land-use regulation to underscore the importance of conservation and encourage development that preserves a sense of community around historic centers, schools and other institutions.*
7. *Development should be discouraged or prohibited when it is not compatible with and does not preserve existing land-use patterns. We need to provide alternate zoning opportunities to ensure that such development meets residents' needs.*
8. *Strive for consistency with business, retail, recreational, entertainment and commercial activities, and the needs and desires of our residents.*
9. *Develop and implement a Town-wide traffic plan that emphasizes transport and access, rather than parking, to achieve a living and working environment that is controlled and focused on sustainability in terms of system design, environmental impact and energy-efficiency with the least amount of congestion.*
10. *Continue to investigate and adopt energy conservation measures and initiatives for private and public properties and continue our healthy and safe environment. Promote incentives to encourage this.*
11. *While saving what is the essence of Greenwich, protect the Overall Environment, Preserve Energy, Build "Smart," Remain Sensitive to Historical and Cultural Preservation and Keep Greenwich Green.*

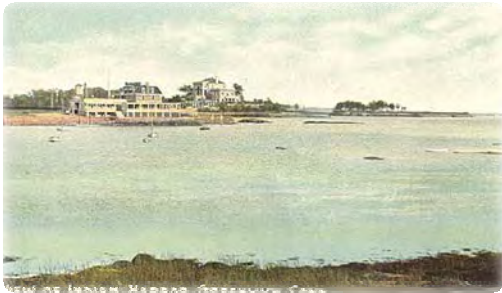
How This Plan is Organized

Vision and Policies is the Plan of Conservation and Development as adopted by the Planning and Zoning Commission. When approved by the RTM it will be the Plan of Conservation and Development for the Town.

It is a compilation of all planning efforts and strategies developed as part of the planning process for implementation and direction of the future of the Town over the next ten years. Of the total action items in this Plan, the Department of Public Works has been assigned 38 recommendations, the Department of Parks and Recreation has been assigned 16, the Planning and Zoning Commission has been assigned 30, the Conservation Commission has been assigned 10, and the First Selectman has been assigned 4.

The Explanatory Materials are in support of Vision and Policies and are provided for information purposes only. They are not part of the Plan. They are intended to be a clearing house of summaries of plans, special reports and studies commissioned by Town agencies and to provide in-depth comments.

Indian Harbor, circa 1907-1915



Wikipedia

Greenwich Avenue, circa 1910



Wikipedia

Environment and Character

- **Water and land resources**
- **Scenic and historic resources**

Residential and Commercial Development

- **Residential development and housing needs**
- **Downtown, commercial development and the villages**

Infrastructure

- **Traffic, transportation and parking**
- **Infrastructure, community facilities and services**

GOAL - To preserve the natural landscape to protect resources, enhance aesthetics and provide recreational opportunities

Among the things that make Greenwich so attractive are its numerous open spaces and unspoiled natural features - public parks, beaches, wooded areas, massive rocks, lakes, rivers, fields, and scenic views.

Environmental Issues are organized around Water and Land Resources

ACTION STRATEGIES

The Action Strategies to protect the Environment are:

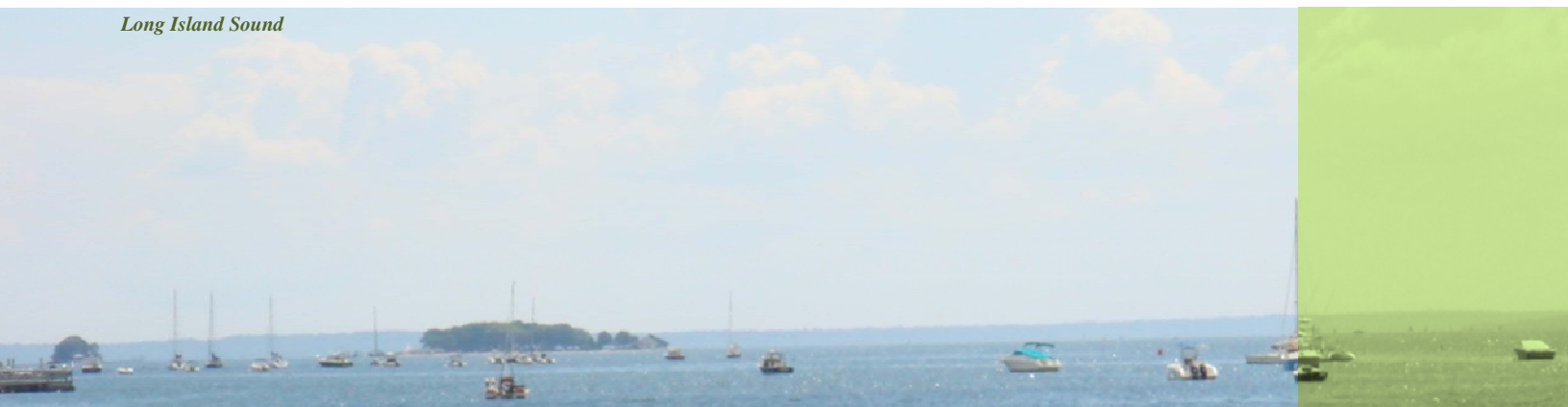
WATER RESOURCES

- Address Flooding and Stormwater Management,
- Protect Surface and Ground Water Quality and Maintain an Adequate Water Supply.
- Provide Waterway Management,
- Coordinate Waterfront Development,
- Improve Coastal Water Quality, and
- Create Additional Coastal Public Access.

LAND RESOURCES

- Preserve Existing Topography,
- Protect Natural Resources,
- Plant Trees, Shrubs and Vegetation, and
- Update and Implement the 2002 Open Space Plan.

Long Island Sound



WATER RESOURCES

Address Flooding and Stormwater Management

In recent years major flooding has occurred in Town. Floods have caused major damage to residential properties and structures. The Town is very concerned about flooding and drainage and is developing stormwater master plans to address this problem in various areas and watersheds of Town in a cost-effective manner.

Increased flooding has occurred because of two factors: development in the flood plains and zones, and increased impervious surfaces with new development. Impervious surfaces, such as roofs, driveways, roads and tennis courts, are surfaces where water cannot penetrate into the ground, thus impacting pipe capacity and the rate of runoff.

Much of the development in Greenwich, perhaps more than half, occurred without provisions for runoff mitigation. For decades, however, the Engineering Division of the Department of Public Works (DPW) has required mitigation of runoff in new subdivisions, commercial and institutional developments, and residences that come under its purview.

P&Z, and to a lesser degree, the Inland Wetland and Watercourses Agency (IWWCA) refer applications that come before them to Engineering. However, the amount of impervious area continues to grow because most new residences do not come before either P&Z or IWWCA for review.

Generally retention or detention of a 25-year storm is required in the upper two-thirds of Town, while in the lower one-third retention of the first one inch of runoff (first flush) is required with all more severe runoffs bypassed downstream before flooding from upstream reaches the site. This procedure results in trapping the vast majority of pavement contaminants (washed off in the first flush) and overheated roof runoff before it has a chance to enter the Town's streams or Long Island Sound.

Currently the Town is requiring all projects submitted to the Building Department for permits to provide mitigation of increased runoff with certifications by professional engineers.

There is also a need to look at flooding and drainage on a watershed basis. Greenwich has six watersheds, some of which extend into other towns and states. They include the Byram River, Horseneck Brook, Brothers Brook, Strickland Brook, Mianus River and Binney Brook. Therefore it will require the cooperation of other municipalities and state and Federal governments.

The Byram Watershed Council and the Mianus River Watershed Council are working on Stormwater Management Plans that span multiple jurisdictions.

The second type of stormwater drainage and flooding issue is neighborhood-oriented flooding. This type may be due to undersized piping within an area, increased development in flood zones or low lying areas and/or lack of detention systems on individual properties. The Town is developing schematic designs and cost estimates for each of the neighborhood flooding areas. This creates a basis for including the work in the Capital Improvement Plan (CIP).

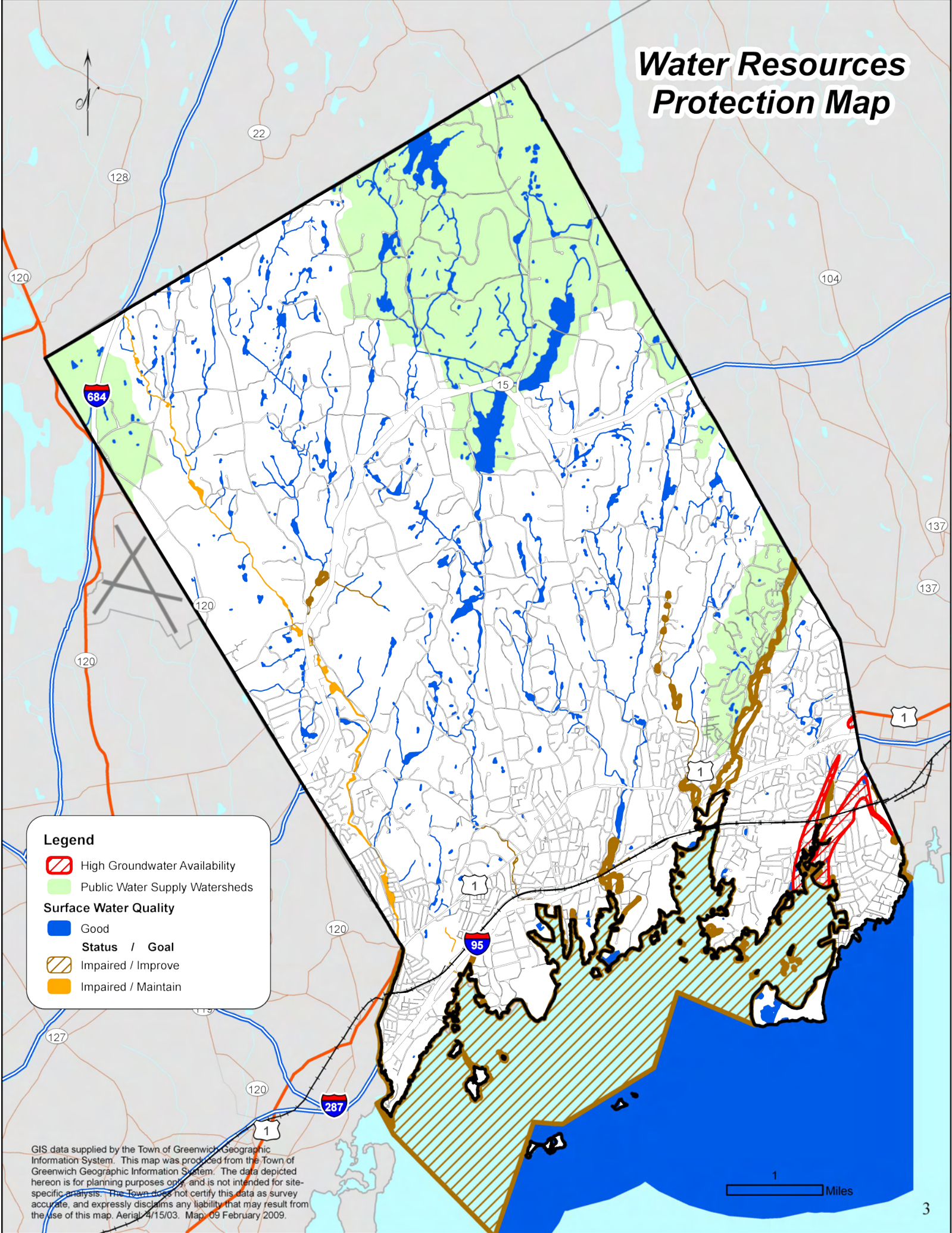
Coastal flooding is also an increasingly important issue, as concerns about global warming and sea level rise draw additional attention to this topic. Areas within the Old Greenwich coastal zone are particularly affected.

In addition, Greenwich needs to update the Building Zone Regulations, and the Engineering Drainage Manual. We should perform additional site inspections. Greenwich should require that the post-development hydrology of a property reduce the pre-development site hydrology through the use of low impact development design techniques and Best Management Practices (BMPs).

This increased importance of stormwater has placed a strain on financial and staff resources. The Department of Public Works (DPW) is taking steps to address these issues. The next challenge will be to find funds to make the needed improvements to the infrastructure that will be cost-effective on a long-term basis.

There are many departments with autonomous authorities and regulatory powers that are involved with stormwater management, drainage and flooding issues. These include the Flood and Erosion Control Board (FECB), Inland Wetlands and Watercourses Agency, Department of Public Works, Planning and Zoning Commission, Board of Appeals and Conservation Commission.

Water Resources Protection Map



Legend

- High Groundwater Availability
- Public Water Supply Watersheds

Surface Water Quality

- Good

Status / Goal

- Impaired / Improve
- Impaired / Maintain

GIS data supplied by the Town of Greenwich Geographic Information System. This map was produced from the Town of Greenwich Geographic Information System. The data depicted hereon is for planning purposes only, and is not intended for site-specific analysis. The Town does not certify this data as survey accurate, and expressly disclaims any liability that may result from the use of this map. Aerial: 4/15/03. Map: 09 February 2009.

The FECB is authorized by the Town Charter (Article 4) to plan, lay out, acquire, construct, repair, maintain, supervise and manage a flood or erosion control system. It has extensive powers to acquire property for use in flood and erosion control and may enter into agreements with the Federal and state governments for improving navigation and protecting properties against damage.

For the Town to better manage and find solutions to the flooding problems, the Board of Selectmen or the First Selectman and the FECB should coordinate efforts among all agencies involved with this problem.

The new Federal National Pollutant Discharge Elimination System (NPDES) and Connecticut DEP Phase II Stormwater General Permit requirements and regulations require Greenwich to address water quality in the public stormwater management system. Greenwich's land-use departments have been involved in annual updates under this program to show the progress the Town is making toward addressing stormwater management

The Federal government has created reward programs for communities that work to mitigate flood hazards. This program, the Community Rating System (CRS), provides reductions in insurance premiums for property owners in communities that incorporate additional Federal guidelines into their floodplain planning and management programs. The FECB should evaluate the program requirements and decide whether to become a CRS community.

ACTIONS

- 1.1 The First Selectman and the Flood & Erosion Control Board should coordinate all Town agencies' efforts to develop plans addressing flooding in various parts the Town.
- 1.2 Per NPDES requirements develop comprehensive stormwater management plans, policies and solutions to address flooding in the six watershed areas.
- 1.3 Work with the Army Corps of Engineers to address flood-prone areas such as the Route 1 Bridge, Byram River and Pemberwick.
- 1.4 To reduce and manage runoff, establish regulations to limit impervious lot coverage and reduce site hydrology for all new construction on residential properties.
- 1.5 Update flood regulations to ensure redevelopment in flood and coastal zones meets Federal Emergency Management Agency (FEMA) standards without variances.
- 1.6 Evaluate whether the Town should participate in the Community Rating System program.
- 1.7 Evaluate stormwater funding options to pay for needed stormwater improvements.

Protect Surface and Ground Water Quality and Maintain an Adequate Water Supply.

Water Quality

Protecting water quality is the top action strategy for protecting environmental health in Greenwich. Surface and groundwater resources provide potable water, contribute to biological diversity, and add to the overall quality of life for residents.

Water resources can be adversely impacted by site disturbance related to new construction and by other land-use and land alteration activities.

All Town agencies, with P&Z as the lead agency, should continue to protect water resources through local regulations. Failing or inadequate septic systems are also factors that harm water quality. The Department of Health has issued recommendations regarding frequency of older septic system clean-out.

Water quality can be affected by pollution resulting from development that can harm ecosystems and fisheries for both inland and coastal waters.

Greenwich is managing land-use activities in drinking water supply areas and working to identify threats to water resources. Low density residential zoning and creation of open space have been the main tools to protect water resources, especially for those relying on wells.

As in many Connecticut communities, urban stormwater runoff is currently the most significant source of contamination of coastal and inland water resources. Stormwater runoff picks up sediment, automobile emissions and debris, pesticides, and other pollutants.

Development increases impervious surfaces, which impacts water quality as well. P&Z should evaluate the impact of impervious surfaces and institute regulations to restrict the amount of new impervious surface on residential properties.

Although much attention is focused on stormwater runoff pollution the Town also needs to maintain its commitment to clean water supply and to continue to properly manage the Grass Island Wastewater Pollution Control Facility and associated sewer lines.

This Plan recommends that the Greenwich Conservation Commission continue to coordinate the protection of open space in watersheds. Open space set-asides in new development and open space acquisition (possibly with the assistance of grant programs) are tools that will protect water resources. Town land-use agencies should continue to use this approach to protect surface and ground water quality.

Water Supply

Greenwich, along with many communities in New England, has faced a drought advisory at various times during the past ten years. While Greenwich normally receives 48-50 inches of rainfall annually, small changes in precipitation, along with additional impervious coverage, can reduce the recharge of aquifers. This Plan recommends that the Conservation Commission continue to update the Town's Drought Ordinance in accordance with State statute.

Greenwich relies on both surface and groundwater for its drinking water. Approximately 60 percent of Greenwich residents are served by the public water supply. The remainder of Town is served by private wells.

Aquarion Water Company, a privately-owned public water supplier, owns and manages the "Greenwich System" which is a regional water supply servicing the communities of Greenwich, Rye, Rye Brook, Port Chester and parts of Stamford. The Mianus River complex is the main source of supply for the Bargh, Rockwood, and Putnam Reservoirs.

Much of this watershed is located in Westchester County and Stamford and the Town works across municipal and state boundaries on source-water protection efforts. Water is also contributed from smaller portions of Horseneck Brook, Brothers Brook and the Byram Watershed. Additionally, portions of Greenwich also drain into the Kensico Reservoir, a public drinking water supply for New York City.

The availability of an adequate water supply is critical to supporting the types of growth that have occurred and will occur. There are concerns about the future availability of water, especially for properties served by wells. Groundwater recharge areas (which supply

water to wells) are dependent upon large open tracts of land and large lot zoning.

Concerns raised during this planning process involve the availability of groundwater, the alteration of the water table, impacts from irrigation and impacts from the amount and size of residential development. The Conservation Commission should review and implement land-use policies based on concerns raised in the 2004 U.S. Geological Survey (USGS) Water Study.

According to fire officials water for fire protection is an issue only in areas where public water and dry hydrants are not located. The lack of public water in these areas limits the Fire Department's ability to respond to fires. The Department has initiated a plan to expand cisterns and dry hydrants in the northern part of Greenwich to address this issue.

ACTIONS	
1.8	Continue to acquire open space where appropriate to protect water resource areas in order to assure continued supply of surface and ground water.
1.9	Develop plans to protect water quality in Town watersheds using low impact and best management practices.
1.10	Evaluate potential sources of water contamination to determine if water quality can be restored before it enters waterbodies.
1.11	Continue to update the Drought Management Plan and Ordinance to reflect current conditions in accordance with State statutes.
1.12	Implement Department of Health recommendations for septic system maintenance and require submission of septic clean-out receipts to the Department.
1.13	Continue rigorous separation of development activities from regulated wetlands and water-courses.
1.14	Review and implement land-use policies based on concerns raised in the USGS Water Study.

Provide Waterway Management

As part of a study completed in March 2008, the Board of Parks and Recreation identified important issues relating to the management of waterways and adjacent waterfronts. Most of the issues concern activities that take place seaward of Greenwich's land-use authority.

The best opportunity for Greenwich to manage water areas and uses is through the development and adoption of a Harbor Management Plan pursuant to the State Harbor Management Act. The First Selectman has just appointed a Coastal Resources Advisory Committee and a new Harbor Master who will work to develop this Plan and consider the creation of a Harbor Management Commission.

The establishment of a Harbor Management Plan can serve effectively as an advocacy tool for Greenwich with the U.S. Army Corps of Engineers (ACOE) for maintenance dredging projects. Greenwich Point, Cos Cob Harbor and the Byram River all need to be dredged and funds should be secured to implement a schedule for such dredging.

The navigable portion of the Byram River is a very active marine environment, with Greenwich and Port Chester competing for dock space. The river channel is managed by a variety of Federal, state and local agencies. This has created challenges when problems are identified. The Harbor Master needs to work with these agencies to develop and coordinate an approach to addressing issues related to the use of the River.

The First Selectman and the Department of Parks and Recreation Coastal Resources Advisory Committee are working on plans for dredging the harbors and developing water management policies.

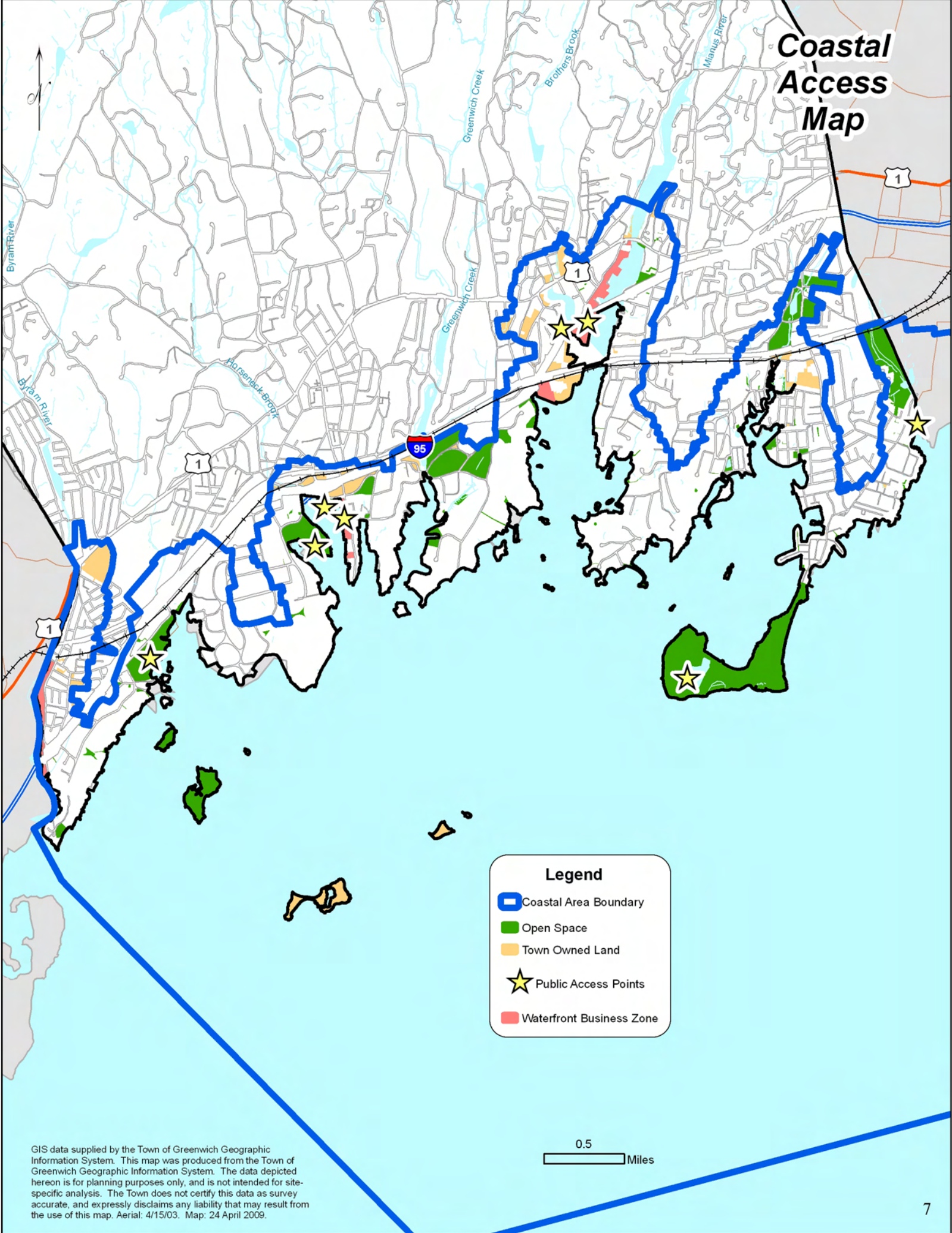
There is an existing dredging program, but additional dredging will be required in the short and long-term. Alternative public, private and foundation sources of funds are needed. The Town should work with the ACOE, and representatives in Hartford and Washington to secure funding for dredging navigable waterways and channels.

The management of private docks on inland waterways has also been identified as an issue on the Mianus Pond. The IWWCA has jurisdiction over docks on inland waters and requires permits from their agency for existing and new docks.

ACTIONS

- 1.15 The Coastal Resources Advisory Committee and /or the Harbor Management Commission will conduct a harbor management analysis to develop a Harbor Management Plan.
- 1.16 The Board of Selectmen should consider establishing a Harbor Management Commission.
- 1.17 Work with the ACOE and the States of New York and Connecticut to identify and clarify riparian rights along both the Port Chester and Greenwich riverfronts.
- 1.18 The Coastal Resources Advisory Committee shall develop plans and seek public and private funds to dredge Cos Cob Harbor, Byram River and Greenwich Point that reflect individual conditions.

Coastal Access Map



Legend

- Coastal Area Boundary
- Open Space
- Town Owned Land
- Public Access Points
- Waterfront Business Zone

0.5
Miles

GIS data supplied by the Town of Greenwich Geographic Information System. This map was produced from the Town of Greenwich Geographic Information System. The data depicted hereon is for planning purposes only, and is not intended for site-specific analysis. The Town does not certify this data as survey accurate, and expressly disclaims any liability that may result from the use of this map. Aerial: 4/15/03. Map: 24 April 2009.

Coordinate Waterfront Development

Greenwich's commercial waterfront areas are largely within the Waterfront Business (WB) Zone. The requirements in this zone are consistent with State coastal management objectives and water-dependent developments are given primary consideration.

Careful planning has already resulted in significant water dependent and water-related developments including public access along River Road, Mianus River, Steamboat Road and the Byram River waterfronts.

Waterfront business areas in Greenwich and the waterfronts they occupy are each different. Greenwich may benefit from having more than one waterfront business zone to address these areas.

P&Z has developed an overall plan for the Byram waterfront and should consider using this plan to develop a specific Byram WB zone along South Water Street for appropriate uses along the waterfront.

ACTIONS

- 1.19 Continue to protect water-dependent and water related land-use activities.
- 1.20 Consider modifying the WB zoning designation into three areas: River Road, Steamboat Road and Byram.

Improve Coastal Water Quality

Greenwich must address coastal water quality to protect coastal resources. Coastal water quality has been a particular concern for recreational use and shell fishing. The Shellfish Commission seeks to maintain the quality and quantity of shellfish beds. Every effort should be made to encourage the continuation of the shellfishing industry.

The Town should continue efforts to improve coastal water quality by limiting impervious surfaces, providing water quality education, upgrading stormwater systems, and develop plans to address pollution at its source. Restoration of damaged or eliminated tidal wetlands will improve water quality and will reduce polluted effluent going into Long Island Sound.

There are about 30 marinas and yacht clubs in Greenwich, all of which can affect coastal water quality unless operated carefully. The Connecticut Department of Environmental Protection's (DEP) Clean Marina Program is a voluntary program that encourages coastal marina operators to minimize pollution.

At present there is only one marina, Beacon Point, that is working with the DEP to become a Certified Clean Marina. This plan recommends that the Coastal Resources Advisory Committee and the Conservation Commission work with and encourage other marinas and yacht clubs to seek the Clean Marina certification.

ACTIONS

- 1.21 Encourage all marinas to seek and obtain the Clean Marina certification.
- 1.22 Continue to provide water quality education programs.
- 1.23 Evaluate Tidal Wetlands on Town properties and restore them as needed.
- 1.24 Shellfish Commission should maintain the quality and quantity of the shellfish beds and encourage the continuation of the shellfishing industry.
- 1.25 Work with the Connecticut Departments of Transportation and Environmental Protection to address the I-95 and other State roads storm water discharge into coastal waters, particularly along Strickland and River roads.

Create Additional Coastal Public Access

Public access to the coast is an important issue, as most of Connecticut's shoreline is in private ownership but is vital to Greenwich residents. Greenwich has several public access areas, such as Greenwich Point Park, boat launches, and the ferry service to offshore islands that provide a variety of recreational opportunities.

Greenwich also has five Town-owned public boating facilities. Maintenance of, and improvements to, these facilities could be addressed by creating a revolving fund for boating activities similar to the Golf Fund which is administered by the Department of Parks and Recreation. Because the Town-owned boating facilities are public, the potential for additional public access is worth exploring.

The *Waterfront Access Planning and Design Study* (2004) and the *Byram Comprehensive Plan* (2008) contain an up-to-date inventory of Town-owned waterfront properties and note that several of these offer opportunities to increase waterfront access.

Greenwich Board of Parks and Recreation, in consultation with the State of Connecticut, should investigate the identified site under the I-95 Bridge at River Road for potential development as a public boat ramp/access area and/or other water-dependent uses. Development of any docks along this area of State property would be managed and controlled by the State of Connecticut.

The *Waterfront Access Planning and Design Study* identifies several Town-owned waterfront parcels within the Byram River WB zoning district with high potential for reuse as pocket parks as keystones of a linear riverfront walkway and park system to encourage community connections to the waterfront.

These include a Department of Public Works (DPW) storage yard and a combination Public Works storage yard/municipal parking lot. These two sites have been earmarked as public access and public pocket park areas if relocation of DPW trucks and materials from the sewer pump station site is funded.

ACTIONS

- 1.26 Evaluate and fund the relocation of Town maintenance facilities from waterfront sites.
- 1.27 Adopt the public access design standards in the *Waterfront Access Planning and Design Study*.
- 1.28 Continue to expand opportunities for water-dependent land-use activities and public access points along coastal areas.

LAND RESOURCES

Preserve Existing Topography

The natural topography of Greenwich contributes to community character and is an important natural resource. When the natural topography is altered by 50 percent or more when regrading, excavating and filling, and when trees are removed, natural drainage patterns are changed. Such regrading of properties can dramatically increase drainage and flooding problems on an area-wide or neighborhood basis. It is highly recommended that such regrading require a special permit.

Neighboring properties experience flooding from regrading, tree clearing and increased impervious surfaces. The impacts from erosion may be invisible to most residents but, if not adequately controlled, sediment washes into waterbodies, as well as onto adjoining properties.

The Building Zone Regulations should be updated to require soil and erosion, grading, and drainage plans for development where clearing exceeds ¼ acre instead of ½ acre as currently stated. The Excavation and Fill Ordinance now requires a permit from DPW for 500 cubic yards or more. It is recommended that this should be reduced to 200 cubic yards on a cumulative basis. The land-use agencies should review the existing regulations which have resulted in the extensive manipulation of the existing topography by fill or other means to meet grade plane requirements.

Erosion also happens when development occurs on slopes of more than 25 percent. These slopes and nearby wetlands should be protected and left in their natural state.

ACTIONS

- 1.29 Adopt regulations to require a special permit for applications involving regrading of more than 50 percent of the property.
- 1.30 Consider regulations to prevent significant grade alterations, provide standards for construction on slopes of over 25 percent and limit the height of retaining walls.
- 1.31 Consider requiring all excavation activities to provide a Soil Erosion and Sedimentation Control Plan, and Grading and Drainage plans. Provide increased inspections to certify compliance.
- 1.32 Update the Excavation and Fill Ordinance for RTM approval.
- 1.33 Land-use agencies should review the extensive manipulation of existing topography by the use of grade plane walls.

Protect Natural and Biologic Resources

Protecting natural resources is important because it preserves environmental functions, maintains biodiversity and prevents environmental damage. An important part of protecting natural resources involves having a full appreciation of their location, the quality, quantity and trends related to the resources. It is apparent that Greenwich is lacking critical information on environmental items.

There is a need to coordinate and update the comprehensive inventory of natural resources for public education and awareness, for land-use decisions by Town public and private groups and agencies, and for development of management.

This inventory will enable the Town to set environmental priorities and adjust them over time as necessary. It will provide data that is needed to determine whether or not Greenwich's environment and natural resources are thriving and can be utilized in the future to understand how the environment is changing.

Invasive species are recognized as one of the most serious environmental threats because of the dangers they can cause to the ecology, urban forest and the economy. Invasive species can multiply aggressively, replacing or depleting native wildlife food sources. This can lead to erosion and property damage.

When toxic, invasive species can threaten human health and safety. As Greenwich continues to develop, pressure on wildlife will increase as habitat areas are lost to development. Greenwich is best served when a balance can be found that protects native species. The land-use agencies should enforce compliance with State law regarding invasive species and encourage the use of native species during site development process.

Natural Diversity Areas represent Natural Diversity Database (NDDDB) information from the Connecticut Department of Environmental Protection.

ACTIONS

- 1.34 Coordinate and update the comprehensive inventory and assessment of natural resources and publish this document for public and private agencies to utilize when making land-use decisions.
- 1.35 Encourage the use of native plant species in compliance with State law.
- 1.36 Provide for continued habitat and wildlife management on Town-owned properties.

Protect and Plant Trees, Shrubs and Vegetation

Trees provide a broad range of invaluable benefits to individuals and the environment and enhance community character. While the Town has taken steps to protect public trees, trees on private property are sometimes clear-cut when development occurs.

The land-use agencies need to take steps to prevent inappropriate tree removal, such as clear cutting for development. Preservation and enhancement of the Town's urban forest is the desired goal.

The first step is to update the Historic and Significant Tree Study and then create an inventory of tree coverage using aerial photography and the Greenwich Geographic Information System (GIS) map program.

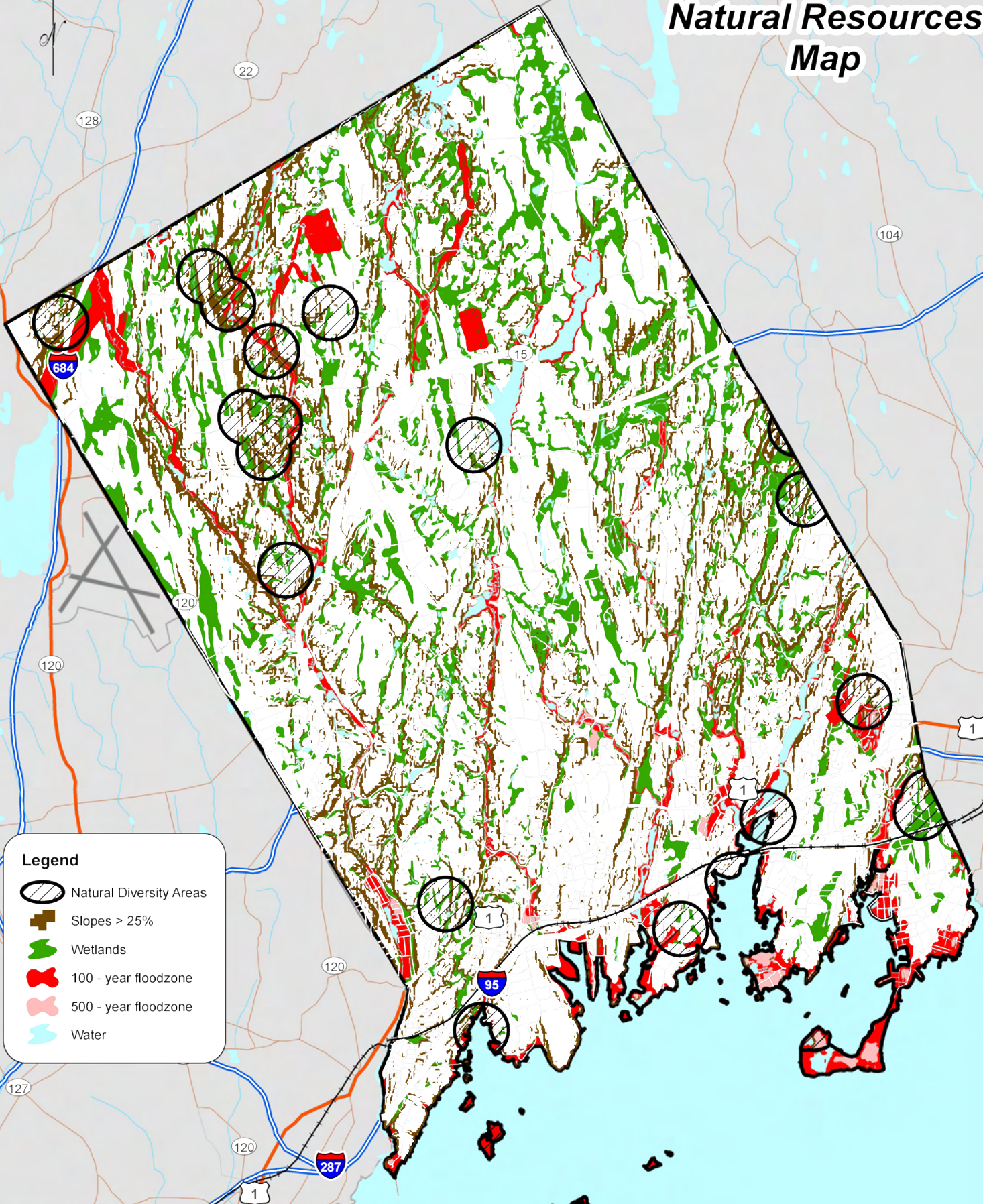
Over time Greenwich needs to update this information to determine where changes in coverage have occurred, and to determine if the change was authorized. This information should be included in the Natural Resources Inventory.

The Tree Warden should expand the existing program and seek funding to plant many trees on public property and rights-of-way over the next 10 years. When there is new development or substantial renovation proposed that may affect trees within the public right-of-way or on town-owned property, the Tree Warden should provide comments and review the proposal prior to the issuance of any permits.







New trees should be planted on each property whenever new development occurs. The Town's subdivision and site plan recommendations need to be updated to preserve mature trees on sites. Developers should be required to retain more than two trees on the property.

Other opportunities to plant trees include the development of the "Commemorative Tree" program, which the newly-formed Greenwich Tree Conservancy initiated in cooperation with the Town. The Conservancy's mission is to preserve and enhance trees and forests in Greenwich and to plant more trees on public properties.

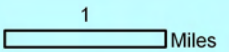
Natural Resources Map



Legend

-  Natural Diversity Areas
-  Slopes > 25%
-  Wetlands
-  100 - year floodzone
-  500 - year floodzone
-  Water

GIS data supplied by the Town of Greenwich Geographic Information System. This map was produced from the Town of Greenwich Geographic Information System. The data depicted hereon is for planning purposes only, and is not intended for site-specific analysis. The Town does not certify this data as survey accurate, and expressly disclaims any liability that may result from the use of this map. Aerial: 4/15/03. Map: 09 February 2009.



The Town, through the Conservation Commission and the Town Tree Warden, has proposed a Tree Ordinance to protect trees on Town property and in public rights-of-way through the Board of Selectmen and the RTM. However, to expand this tree ordinance protection to private properties may require State legislative action.

ACTIONS

- 1.37 Update the Historic and Significant Tree Study.
- 1.38 Enact a tree ordinance for public properties and consider accepting conservation easements for areas with mature or specimen trees on private properties.
- 1.39 Work with State legislators to develop new legislation, if needed, allowing towns and cities to create regulations to protect trees on private property.
- 1.40 Encourage the use of conservation easements for areas with mature or specimen trees.
- 1.41 Conduct an inventory of tree coverage, to allow for analysis of cleared areas.
- 1.42 Plant a large number of trees on public property in the next ten years.
- 1.43 Revise the subdivision regulations to require that more than two trees to remain on the property if they are greater than 12 inches in diameter at breast height.

Update and Implement the 2002 Open Space Plan

The 2002 Open Space Plan helped bring a stronger focus to water quality and water supply issues than the previous plan by acknowledging the important role that open space plays in watershed management.

The Conservation Commission plans to review and update the 2002 Open Space Plan and develop goals and targets for increasing deed-restricted open space in Greenwich. The Conservation Commission should consider a target of 15 percent open space as a tentative goal subject to the findings of the updated Plan. At present in Greenwich about 13 percent of the land area (4,090 acres) is either deed-restricted or managed open space.

Town-owned land is not automatically permanent open space because, while it is public land, not all such land is so dedicated or deed-restricted. Nor is it necessarily classified for active or passive recreational uses only. Unless there is some restriction on the land, future development could occur.

Because Greenwich has already recognized the importance of open space, many of the tools needed are already in place, and may require only fine-tuning by adjusting the land-use regulations.

Greenwich's land-use regulations have played an important role in the preservation of open space. Tools such as requiring a 15 percent open space passive use set-aside as part of subdivisions and the Residential Conservation Zones (which require at least 40 percent open space) allow for protection of large tracts of land as part of new development.

Greenwich could provide additional regulatory flexibility for developed lots to create additional open space possibly by allowing dedicated open space to be given to the Town on another parcel in the same ownership which is more environmentally important.

The Town should also work with private property owners and the non-profit land conservation organizations to encourage tax incentives for donations of land in perpetuity for conservation and open space.

TOWN OF GREENWICH, CONNECTICUT OPEN SPACE 2002

LEGEND

- Protected open space *
- Permanent Conservation Easements **
- Unprotected Open Space ***
- Property Lines

O: Public Act 490 Open Space
F: Public Act 490: Farm and Forest

* Protected Open Space consists of land owned by the Land Trust, the Nature Conservancy, the Audubon, the Water Company, and publicly owned properties, Cemeteries, Conservation and Subdivision Reserve Areas (deed restricted), and conservation easements

** Permanent conservation easements differ from protected open space in that the owner retains the right to use the area under easement for calculating the permitted floor area but not for the building.

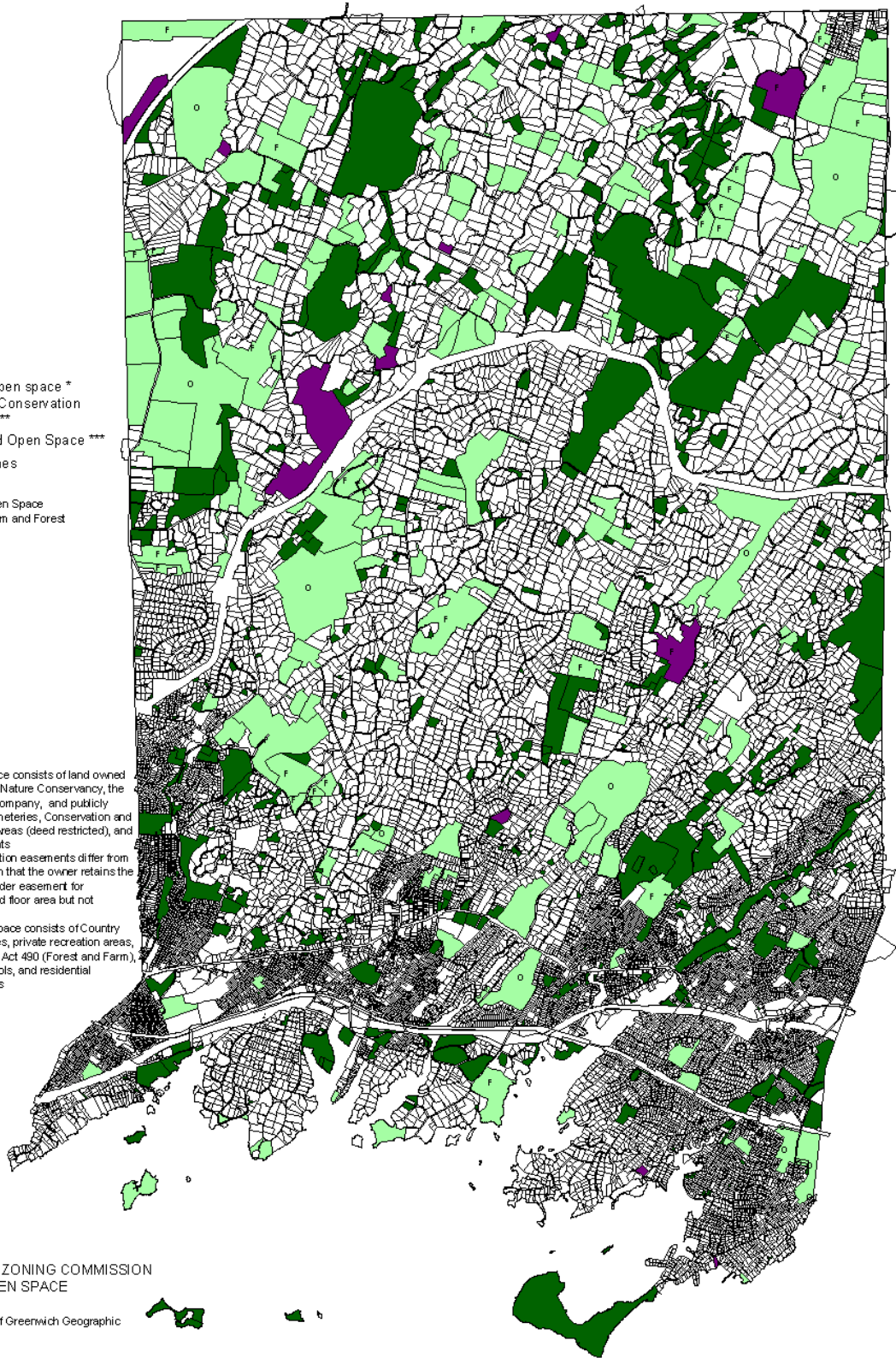
*** Unprotected open space consists of Country Clubs, Church properties, private recreation areas, properties under Public Act 490 (Forest and Farm), private and public schools, and residential properties over 10 acres

PLANNING AND ZONING COMMISSION
OPEN SPACE

Source: 2001 Town of Greenwich Geographic Information System

This map was produced from the Town of Greenwich Geographic Information System. The Town expressly disclaims any liability that may result from the use of this map. Aerial: 3/28/97. Map: [5/24/02 and revised 9/27/02]. Copyright © 2000 by the Town of Greenwich

Map created by Katie Blankley 5/13/02 and revised 5/24/02



There are many non-profit organizations in Greenwich which play an important role in acquiring and preserving open spaces. The Greenwich Land Trust, the Nature Conservancy, the Audubon, the Greenwich Riding Trails Association, the Boys and Girls Club and the Boy Scouts all have significant properties which have preserved large areas.

There is a need to create a dedicated fund which would be a depository for financial contributions for the acquisition of open space and recreational lands.

Since 1998 a total of 235 acres has been deed-restricted as passive open space through subdivision approvals. An additional 181 acres of open space easements have also been established. Some of these properties are not included in the 2002 Open Space Map. This Map should be updated to include all open space when the 2002 Open Space Plan is updated.

Greenwich should consider a strategy that would convert managed lands (e.g. golf courses) into protected open space. All of the golf clubs in Town are listed under Public Act 490 (P.A. 490) as open space and are shown on the 2002 Open Space Plan, although they are not permanently deed-restricted as such. There are a number of tools that might be effective, such as Purchase Development Rights (PDR).

An owner who wants to keep his land undeveloped without being taxed on its potential development may seek local designation under P.A. 490 as farm, forest, or open space. At present there are approximately 14 properties listed under the P.A. 490 farm category, and every effort should be made to encourage the preservation and maintenance of working farms. 28 properties are listed as P.A. 490 Forest Lands which help maintain tree coverage.

For property to be assessed as open space under this Act, it must first be defined or shown on the Town's Open Space Map, which is adopted by P&Z and approved by RTM. Then the property owner must apply to the Assessor under this P.A. 490 classification and assessment.

Grass Island has portions that are deed-restricted as open space area and designated as a "Managed Conservation Area." The Grass Island Master Plan was adopted by P&Z and RTM in the 1990's and it should continue to be implemented.

This Plan of Conservation and Development recommends that site-specific management plans for all Town-owned properties continue to be developed. Management Plans for Binney, Bruce, and Byram parks and the Montgomery Pinetum are currently being developed. The Conservation Commission and the Department of Parks and Recreation should work together to complete this task.

ACTIONS	
1.44	Review land-use regulations to consider allowing dedication of off-site open space as part of any development.
1.45	Review and revise regulations to encourage residential conservation zoning to increase open space.
1.46	Continue developing management plans for Town-owned lands.
1.47	Update the inventory and database of open space, including easements, and the 2002 Open Space Plan and Map.
1.48	Evaluate opportunities to create greenbelt connections through open space set-asides of subdivisions and private and public agencies purchases of available lands.
1.49	Explore creating an open space fund to accept donations of private lands and financial contributions.
1.50	Encourage the preservation of existing working farms.
1.51	Implement the 1990 Grass Island Master Plan.

GOAL - To enhance aesthetics and community character

Greenwich has been a favorite place for people to live as far back as we can trace.

Archeologists have uncovered evidence of human activity 12,000 years ago. More recent activity is not buried, but in plain view.

Many of our roads, village centers, houses, public buildings and parks, stone walls, dams, ponds, and even trees were set in place between 100 and 350 years ago.

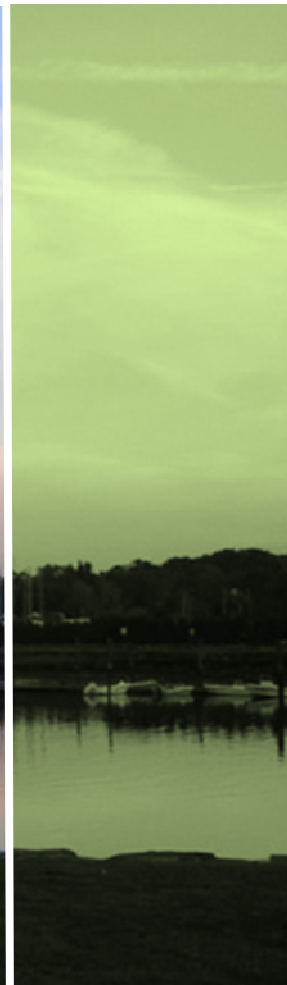
ACTION STRATEGIES

The Action Strategies for Preserving Community Character are:

- Protect Pre-historic, Historic and Cultural Resources, and
- Protect Scenic Resources.



*View of Greenwich Harbor from
Roger Sherman Baldwin Park*



Protect Prehistoric, Historic and Cultural Resources

Historic resources are important because they connect the community to the past and establish a sense of character of the individual town. There are many historic buildings and resources within Greenwich.

Greenwich has an Historic District Commission (HDC) that develops new local historic districts and properties, and oversees exterior changes in these districts and properties. These designations have aided in the preservation of the historic character of these parts of the community.

There are three Local Historic Districts:

- Strickland Road Historic District in Cos Cob
- John Street at Round Hill District
- Stanwich Historic District

There are two Local Historic Properties

- Jeremiah Mead Homestead, Taconic Road
- Charles Green House, Round Hill Road

There are also seven National Register Districts:

- Greenwich Avenue
- Putnam Hill
- Municipal Center Historic District
- Glenville Center
- Fourth Ward in Downtown
- Strickland Road
- Round Hill

In addition to the properties with local historic designation, the Town also has 29 individual properties listed on the National Register of Historic Places, 10 properties on the State Register of Historic Places, and 270 properties enrolled in the Historical Society's Greenwich Landmark Program (HSTG).

P&Z has also established two historic overlay zones to promote preservation of historic buildings and features which prevent demolition of structures in these overlay zones. They should be reviewed to determine their effectiveness.

The Certified Local Government Program, administered by the State Historic Preservation Office, provides Federal and State grant funding for programs that identify, register and protect resources that contribute to Connecticut's cultural heritage.

The Historic District Commission and the Historical Society have urged the Town to become a Certified Local Government to obtain funding to protect historic structures. Threats to historic resources can occur from land-use changes, building modifications, demolition, or deterioration from neglect.

Founded in 1931, the mission of the HSTG is to collect and preserve the cultural heritage and ongoing history of Greenwich and provide a center for its enjoyment and study at Bush-Holley Historic Site, the Town's only National Historic Landmark.





The mission of the Greenwich Preservation Trust, formed in 2008, is to educate and advocate for preservation of our historic and cultural resources through preservation projects, easements and incentives in planning and land-use policy and regulations.

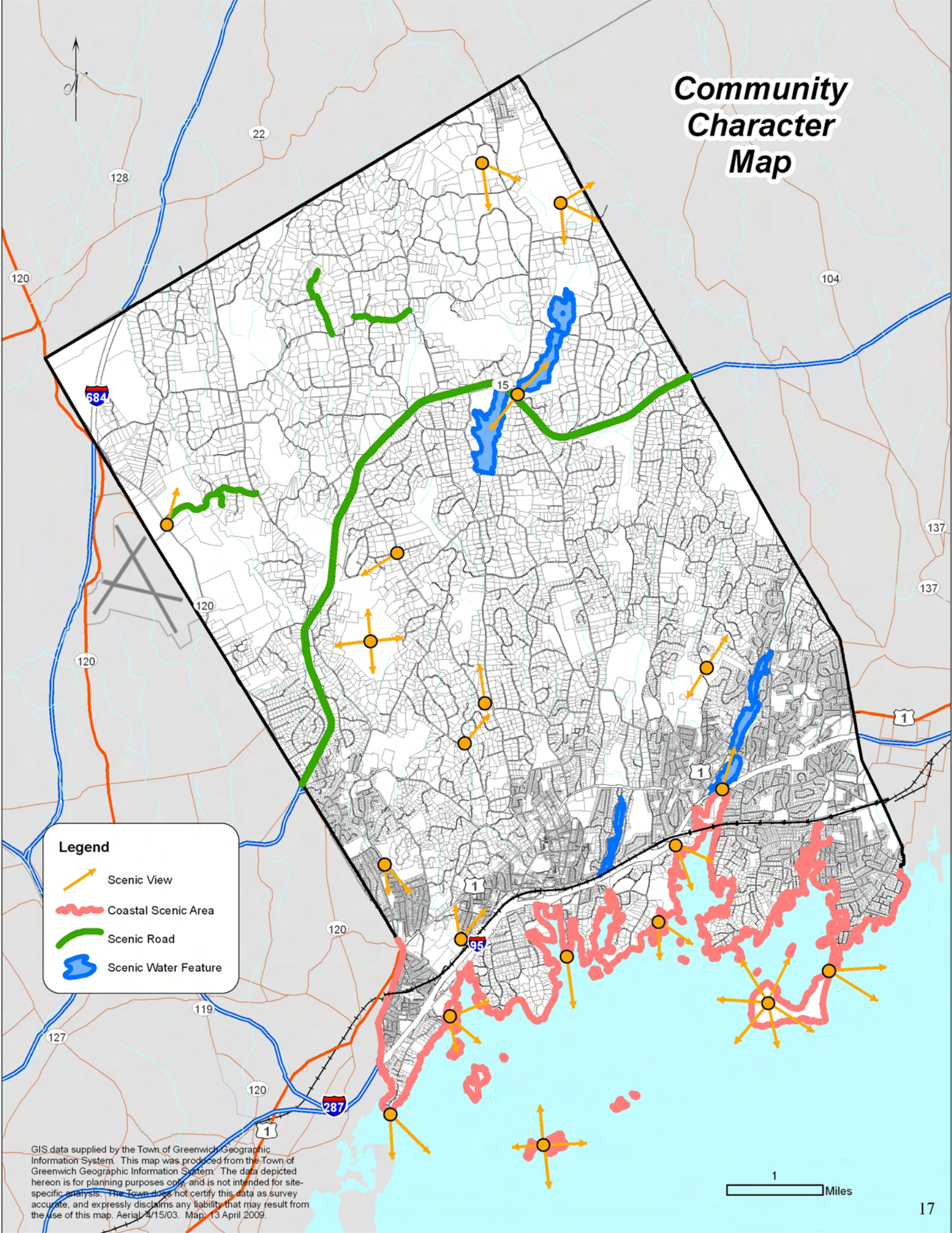
The trend toward larger houses and increased density (discussed in Chapter 3) has also resulted in the demolition of existing houses. Greenwich has a 90 day demolition delay ordinance to provide an opportunity for comment on the potential demolition of historic resources.

Updating and expanding the historic resource inventories is one of the ways that Greenwich can improve the awareness about the loss of such resources. This Plan recommends that the Architectural and Historic Resources Inventory be completed for the entire Town and that the former inventories be updated.

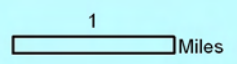
Community Character Map

Legend

-  Scenic View
-  Coastal Scenic Area
-  Scenic Road
-  Scenic Water Feature



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Archaeological Resources

Greenwich's location on Long Island Sound, its plentiful rivers, streams and forests have defined settlement patterns in Town since the end of the last glacial period. Native American shell middens, stone walls, old barns, rock quarries, mill dams and the estate farms are a reminder of the unique cultural heritage of the Town.

There is a need to protect these cultural, historic and pre-historic archeological resources. The Conservation Commission is responsible for monitoring and keeping an inventory of the archeological resources of the Town.

The Departments of Parks and Recreation and Public Works must prioritize repair and maintenance of Town-owned facilities of historic merit so that their integrity is not diminished beyond repair due to budget constraints and poor maintenance.

ACTIONS

- 2.1 The Assessor's Office should note on their field cards information about the historic status of properties and structures.
- 2.2 Professional staff support is needed for the Historic District Commission.
- 2.3 The Conservation Commission should continue to update the inventory of the Town's archeological resources.
- 2.4 The Historic District Commission should develop Town standards for historic buildings using the National Register standards for buildings built before 1940.
- 2.5 The Board of Selectmen should participate in the Certified Local Government Program.
- 2.6 The Town should work with HSTG to update and complete the Architectural and Historic Resource Inventory for all of Greenwich.

Protect Scenic Resources

Scenic resources are important in Greenwich. These resources include natural scenic vistas (e.g. coastal views and foliage views) and cultural scenic vistas (e.g. farm views and historic structure views).

Views from the public right-of-way greatly add to our perception of openness and community character and are threatened by tall fences and buildings located without sensitivity to these resources.

Greenwich does not currently have an inventory or a map of where these resources are located. Therefore until such an inventory is done few strategies can be developed to protect scenic resources.

Greenwich currently has five recognized scenic roads:

- Clifffdale Road,
- Burying Hill Road,
- Selden Lane,
- Buckfield Lane, and
- Sawmill Lane.

There are many other roads, such as sections of North Street, Riversville Road, Stanwich Road, Round Hill Road and Lake Avenue that should be evaluated to raise awareness of important character elements and the Town should explore designating some of these as Scenic Roads.

The Historic District Commission, the Historical Society, and neighborhood associations should work with local residents for Scenic Road designations.

ACTIONS

- 2.7 Create an inventory and map of scenic resources and suggest new roads for Scenic Road designation.
- 2.8 Develop a Scenic Road signage program.

GOAL - To protect Greenwich as a predominantly residential community and provide for a variety of housing options

The migration of businesses and jobs from New York City to White Plains, Greenwich, and Stamford has increased the demand for housing here.

All types of dwellings in Greenwich are likely to be more expensive than comparable properties in neighboring towns.

ACTION STRATEGIES

The Action Strategies for Residential Neighborhoods and Housing are:

Residential Development

- Protect Residential Properties,
- Continue to Support Housing Diversity, and
- Reinforce the Traditional Development Patterns.

Housing

- Support Market Rate Housing,
- Protect Subsidized Housing,
- Address Affordable Housing,
- Address Moderate Income Housing,
- Provide for Senior Housing Needs, and
- Address Other Housing Issues.

McKinney Terrace



Protect Residential Properties

The Planning and Zoning Commission has developed a land-use pattern that supports the historic development pattern, with differing densities in proximity to the Post Road, around villages and along the shoreline where there is water and sewer infrastructure. Larger estate development has occurred in the upland areas, usually dependent upon wells and septic systems. There does not appear to be any reason to change this development pattern that has served the Town well.

Remaining a residential community is not without challenges. Greenwich is facing two stages of residential build-out.

The first stage of build-out involved new housing development on previously undeveloped land. The second stage of build-out involves redevelopment. This has created concerns about conservation of the character of existing neighborhoods.

This re-development has become over-development in some areas and appears in a number of different forms:

- increased density,
- lack of scale (the loom factor),
- larger homes on small lots, and
- teardowns of historic homes.

While Greenwich is largely built out from a new lot perspective, property values have encouraged lot mergers, splits and redevelopment of areas.

Consolidation of parcels of land is changing the character of established neighborhoods by combining existing lots to accumulate adequate land area in order to allow for larger size residences.

Strategies to limit the impact of this trend require further information and analysis regarding where it will occur. The Planning and Zoning Commission is surveying lots and zones to identify the areas that are the most susceptible.

There are R-6 zoned areas, including portions of Byram, Chickahominy and Cos Cob, where there are many non-conforming 5,000 square foot lots. Allowing two-family houses in these areas by right should be re-examined because of parking, impervious surfaces, regrading, density, and intensity of development issues.

The Commission should re-examine the recommendations in the 2005 R-6 Planning Study done by the Planning and Zoning Commission to develop sub-zones within the R-6 zone which would be more reflective of unique neighborhoods.

Two-family housing has become an attractive development technique because it is easier to obtain permits and Planning and Zoning Commission approval is not currently required. It is recommended that regulations be developed to require a special permit for all new and converted two-family residences to address the problems of parking and drainage

There is concern about the construction of large houses that appear to be out of character with established neighborhoods, particularly on smaller lots. While these houses comply with zoning requirements (yard setbacks, lot coverage, and building height) they are often near the maximum allowed Floor Area Ratio (FAR) in the zoning district.

The trend towards larger houses has also resulted in the demolition of existing houses (teardowns). Besides character issues, larger homes on small lots limit the ability to provide off-street parking and will increase the amount of impervious surface on a site.

Under existing State law neither the Planning and Zoning Commission, nor the Architectural Review Committee is allowed to review single or two-family residences for aesthetics. As a result new dwellings are built to suit the owners' and developers' tastes, which may not be in keeping with the overall neighborhood design or scale.

Design involves a number of aspects within the built environment, including streetscape features, landscaping and building architecture. Because Greenwich has so many unique neighborhoods, design in Greenwich cannot be controlled by a single guiding element, but should reflect the immediate neighborhood design and character.

ACTIONS

- 3.1 Monitor residential build-out and develop new land-use regulations to preserve traditional development patterns.
- 3.2 Require a special permit for new and converted two-family housing.
- 3.3 Consider possible subzones to the R-6 zone to reflect unique neighborhood development patterns.

Reinforce the Traditional Development Patterns

The traditional development pattern of residential zones in the southern part of Greenwich has developed in a manner that efficiently utilizes public infrastructure. Areas that rely on septic systems and/or wells require more land area and are not appropriate for denser types of development.

Areas along the Post Road and near some of the railroad stations appear to be appropriate for housing that fits into the historic development pattern and utilizes existing infrastructure. This requires further study by Planning and Zoning.

Based on a build-out analysis and Connecticut State Data Center population projections it is estimated that Greenwich, under existing zoning, will experience a growth of 615 to 2,190 new housing units by 2020. Promoting housing that is directed toward village and neighborhood centers, and supported by transit, sewers and public water, is consistent with the traditional development pattern of Greenwich.

This Plan recommends that the First Selectman establish a committee to evaluate all publicly-owned parking areas and vacant land surrounding the Greenwich train station and along the Post Road bus routes as potential locations for mixed-use development.

This Committee should include representatives from the RTM districts involved, P&Z, DPW, DRP, BOE and HATG. In order to meet the critical requirements that it reflect a wide-range of opinions the Committee should also include representatives of neighborhood organizations and stakeholders within Downtown and village center areas. P&Z retains the authority to independently review and render decisions on any of the recommendations developed by this Committee.

The Plan recommends preserving traditional residential patterns by keeping development appropriate to the existing scale in each neighborhood. P&Z can study the impacts and effects of oversized development and consider alternative methods of measurements of bulk and scale (such as cubic footage) to maintain appropriate development in each neighborhood.

ACTIONS

3.4 The First Selectman should establish a housing committee to evaluate opportunities for development on Town-owned lands in Downtown and along the Post Road.

Types of Housing

There are many different types of housing that function outside pure market fundamentals. Each type of housing can be used to pursue public policy objectives, but all function differently from construction to sales and rentals and must be addressed separately in order to be properly understood.

Market Rate Housing – is comprised of various price levels and types such as detached single-family, attached single-family, two-family and multi-family developments. Market rate housing is found in all areas of Greenwich and is not supported by any governmental subsidy.

Subsidized Housing – is rental housing where the tenants need direct personal subsidies to pay their rent, regardless of what that rent might be, and/or live in government supported housing.

Affordable Housing – is housing where tenants receive no governmental financial support whatsoever to pay their rent or mortgage, but a developer/owner has voluntarily agreed to limit rents or sales prices to an amount which is widely affordable based on the median income of the State. Greenwich has various types of affordable housing.

According to Connecticut General Statute (CGS) 8-30g, affordable housing refers to deed-restricted dwelling units where persons and/or families pay 30 percent or less of their annual income and where such income is less than or equal to 80 percent of the State median income or area median income, whichever is lower.

Moderate Income Housing – is defined in the Greenwich Building Zone Regulations (BZR) Section 6-110(g) as housing for individuals or families whose aggregate income of all family members from any source whatsoever at the time of certification averaged for the preceding two years shall not exceed the median annual Town-paid wage of all full time employees and teachers during the preceding fiscal year. There is no financial subsidy for these units. Several developments have been built in Greenwich utilizing this regulation which allows for bonus density of units.

Senior Elderly Housing- is defined in Greenwich Building Zone Regulations Section 6-35 and follows the State Statutes Section 8-113a. There are many senior elderly housing developments in Town.

Market Rate Housing

According to the Warren Group, a real estate trade group, the median sale price for a single-family home in Greenwich was \$1,770,000 in 2008, ranking the Town highest in sales price for both the region and the State. Median price for condo homes in Greenwich in 2007 was \$720,000.

A wide cross-section of housing types is very important for the health of a strong community. There is a purpose and a need for a range of housing from large, homes to multi-family residences, because they reflect the character of Greenwich. Small housing units are beneficial not only for their affordability, but because their availability helps young families get a start on life and provide an opportunity for senior citizens to downsize after their children have moved away.

Greenwich added 322 units of housing between 2000 and 2005. Over many years the market has driven values higher across Greenwich, leading to increased tax revenues, and creating more luxury shopping demand.

Senior citizens find that even with a paid-off home mortgage, their options are few should they sell and downsize. Teachers and ambulance workers earn salaries higher than their counterparts Statewide, but have to travel farther and farther from Greenwich to rent or buy homes appropriate to their needs.

Protect Subsidized Housing

Greenwich currently has approximately 5,000 units of rental housing. Of that total, about 2,000 units are either owned by the Housing Authority of the Town of Greenwich (HATG) or leased through its Section 8 subsidized housing voucher program. This leaves approximately 2,250 units of rental housing at all cost levels to serve a town of 60,000 residents. 750 of these units are elderly housing. These units should be protected.

HATG operates about 1,000 units of housing in Greenwich, including subsidized, affordable and market rate units. The Authority would like to find ways to expand the number of housing units on its properties that it currently owns to satisfy the demand for affordable and subsidized housing. HATG has an extensive waiting list. Its efforts should be encouraged in order to provide a diversity of housing.

The Townhouse and Neighborhood zones are a way of allowing subsidized housing opportunities without changing traditional land-use patterns. They were created for HATG in the 1970's but have never been utilized. These zones may or may not offer opportunities for HATG to develop new types of subsidized housing. A re-examination of these zones can determine their applicability in today's environment.

The bulk of Greenwich's subsidized housing portfolio was constructed in the 1950's and is currently facing needed repair and upgrade. HATG is currently working on new plans.

ACTIONS

- 3.5 Reexamine land-use regulations to allow for additional development flexibility in the townhouse and neighborhood zones without changing the traditional land-use pattern.
- 3.6 HATG should partner with public and private groups and agencies to provide subsidized housing.
- 3.7 Encourage subsidized housing in areas that are served by transit and owned by HATG.

Address Affordable Housing

According to State Statutes Public Act 06-17, in preparing the 10 year Plan of Conservation and Development, municipalities must address the need for affordable housing. The 1998 Greenwich Plan also addresses the issue of affordable housing.

There is no clear definition of nor consensus on affordable housing. This Plan recommends that the Board of Selectmen establish a Housing Taskforce to define affordable housing, build community agreement and develop a plan with strategies. It is critical that the Taskforce membership reflect a wide-range of opinions.

This Taskforce should have representatives from the RTM, P&Z, appropriate Town departments, HATG, United Way, Greenwich Hospital, private schools, neighborhoods and a cross section of citizens.

Housing prices can make it difficult for Greenwich to attract young adults, young families, or people whose compensation does not allow them to find appropriate affordable housing. This can make it difficult to attract people to work at local businesses, local schools, service jobs or at other essential positions, such as emergency responders.

Affordable housing units under the CGS 8-30g program have been built in Downtown as well as along the Post Road at Pemberwick Road utilizing the Small Unit Zone. Under BZR Section 6-99 affordable and elderly apartments have been built around Town but do not comply with CGS 8-30g for various reasons.

While Greenwich has more affordable housing than most non-urban towns in the area, the value of housing and land will continue to make it difficult to reach the number of units needed (10%) to be exempt under Connecticut's affordability law. At present there are approximately 5 percent that qualify under CGS 8-30g.

ACTIONS

- 3.8 Establish a Housing Taskforce to review current types of housing supply and demand, to perform additional planning working with other public and private agencies and to recommend new strategies.
- 3.9 Encourage increased utilization of the existing affordable accessory apartment regulation, including the use of accessory buildings where appropriate.
- 3.10 Work with State legislators to modify Section 8-30g to use the median income of the Metropolitan Statistical Area (MSA) of Stamford-Norwalk, not the State median income which is too low for this area.

Address Moderate Income Housing

Section 6-110(g)(5) of Greenwich's Building Zone Regulations (BZR) allows for moderate income units, and uses a formula which relies on Town employee salaries to determine eligibility for rentals and sale purchases. There is no public financial support for these moderate income units.

The Town of Greenwich has consistently provided zoning bonus incentives to add more of these units in multi-family developments. These incentives should be continued as more mixed-use buildings are constructed.

Numerous Town and private agencies have an interest in housing and management of housing-related information, such as monitoring and enforcing affordable and moderate income housing compliance. There needs to be more coordination of these efforts.

This plan recommends that the Board of Selectmen consider incorporating a housing section within the current Community Development office. This agency would be responsible for monitoring existing affordable and moderate income housing units and reviewing income, rental and sale price information as required by Town and State law to ensure that these units are maintained as affordable and moderate income units.

ACTIONS

- 3.11 Consider zoning regulations to require a percentage of multi-family development units as moderate income housing.
- 3.12 Encourage affordable and moderate income housing in areas served by transit.
- 3.13 Review BZR Section 6-110(g) Moderate Income Housing section to determine if incentives and restrictions are adequate to encourage development of moderate cost housing.
- 3.14 The Board of Selectmen should consider establishing a housing section within the current Community Development Office.

Provide for Senior Housing Needs

People are living longer and healthier lives. The older age group (55+) will continue to grow. The ‘baby boom’ (people born between 1946 and 1964) has entered or will enter this age group during the next 20 years and will comprise approximately 30 percent of the Town’s population by 2020, up from 25 percent in 2000.

Approximately 750 units are part of senior housing developments which are subsidized through HATG.

Planning and Zoning should study if the CCRC – Continuing Care Retirement Community zone meets the senior needs. The existing zoning of the Residential Planned Housing Design – Elderly (RPHD-E) has been used frequently to build senior housing units such as Hill House, the MEWS, Agnes Morley and Augustana Homes.

The Planning and Zoning Commission should also consider creating other zoning tools for this purpose. They should be within transit areas as noted in the recent Commission on Aging Study.

There are approximately 150 senior accessory apartments and this type of housing could be an attractive solution for more seniors. The Commission on Aging supports the development of more of these units as a way of providing private housing for the elderly and suggests changes in Section 6-99 of the Building Zone Regulations that will make it easier and more affordable for homeowners to construct such apartments in their homes.

Programs such as “At Home in Greenwich” or “Homemaker Services” would enable residents to stay in their homes safely and independently as they age.

ACTIONS

- 3.15 Develop partnerships between and among social service agencies to expand “age in place.”
- 3.16 Update the range of housing choices available.
- 3.17 Upgrade the various elderly housing developments as needed.
- 3.18 Promote the use of elderly accessory apartments and review the current Building Zone Regulations to provide more flexibility for creation or conversion.

Address Other Housing Issues

There are certain areas of Greenwich where housing is more affordable than is traditionally found elsewhere in the community. In some instances, there are only individual units that can be classified this way and in others numerous units. Identification and protection of these units, potentially through deed restriction, is an important way to retain housing affordability.

It has long been believed that there are a significant number of illegal apartments in the community. The actual number of units is unknown. The lack of oversight of their development creates serious safety questions, and overpopulation of schools. Moreover these units appear to be demonstrating a need for non-subsidized housing at affordable rates.

Certain residential zones and areas may provide an opportunity to create housing units that meet community needs particularly elderly housing and affordable housing.

The Planning and Zoning Commission should continue to encourage more elderly and affordable apartments in residential single-family, mixed-use and multi-family zones provided that certification and management can be assured.

The Commission has been encouraging the inclusion of affordable units in market rate, mixed-use and multi-family projects and should develop formal inclusionary zoning regulations to allow for the mandatory requirement in certain areas where appropriate.

ACTIONS

- 3.19 Consider revising existing Building Zone Regulations to allow, or require affordable and moderate income housing where appropriate in areas served by transit (bus routes and train stations).
- 3.20 Develop a strategy for housing enforcement.
- 3.21 Review the Building Zone Regulations to determine if the desired housing types and patterns are being properly addressed for Town needs.

Downtown, Commercial Development and Villages

GOAL - To preserve the economic base while enhancing activities in Downtown and the villages

Over the centuries several communities developed in Greenwich that persist to this day as centers in many cases with their own business district, post office, school, houses of worship, train station, firehouse, library, and community center or park.

ACTION STRATEGIES

The Action Strategies for Downtown, Commercial Development and Villages are:

- Preserve and Maintain the Viability of Downtown,
- Protect and Preserve the Larger Villages and Neighborhoods,
 - Cos Cob
 - Old Greenwich
 - Byram
 - Glenville
- Preserve the Smaller Villages.
 - Banksville
 - Chickahominy
 - North Mianus
 - Pemberwick
 - Riverside
 - Round Hill



Preserve and Maintain the Viability of Downtown

Downtown means different things to different people, because it is a place to live, shop, dine, recreate, or do business. As the central area of the community this popular destination has increased value for businesses that locate here. The Town Hall Campus Area contains valuable open space and recreational facilities.

In addition to retail establishments, community facilities, such as the Senior Center, Greenwich Arts Council, the Bruce Museum and the movie theater contribute to making this a special place.

Greenwich's past vision for Downtown, as described in earlier Plans of Development, was to provide localized goods and services and prevent this area from becoming a regional center.

Downtown is now a regional employment and shopping center. This occurred because:

- The market-related forces of demand for retail space exceeded the space available,
- The attractive design and aesthetic value of a walkable and historic downtown, and
- The status of a Greenwich address.

However, there is a need to find ways to protect neighborhood-oriented small businesses on Greenwich Avenue and to encourage more housing in order to create a vibrant residential Downtown.

Since 1998 about 800,000 square feet of additional floor area has been added to Downtown, a 36 percent increase. Additional build-out potential exists in Downtown of about 1,000,000 square feet. P&Z should continue to analyze where future construction is likely to occur and what Downtown may look like at full build-out.

All of this development potential leads to increased traffic congestion and parking issues within Downtown, adjoining residential areas and along the Post Road.

There are divergent opinions about what Downtown should become. Downtown would benefit from a comprehensive "visual planning process" where alternative scenarios are prepared and evaluated. Such a process could involve businesses, building owners, and residents of Greenwich through a visual preference survey or other technique where people provide feedback on what type of downtown Greenwich should have.

At the present time projects in Downtown tend to be evaluated on a site-by-site basis. Such a process is heavily dependent on the regulations we have rather than the type of development we want. By preparing and evaluating alternative scenarios Greenwich can identify preferred policies and discourage incompatible activities.

This Plan recommends that the First Selectman chair a Downtown Study Committee to develop a consensus on the future of Downtown and develop a Downtown Master Plan by 2011. This committee should include representatives from P&Z, RTM, BET, DPW, and Town residents from various parts of the community - especially those neighborhoods in District 1 which are directly affected - as well as business interests, and building owners. It is critical that the Committee membership reflect a wide-range of opinions.

This Committee should hold public meetings to also obtain comments from the general public as they develop the Master Plan. There are differences of opinion in defining the limits of what areas should be included in Downtown. It is recommended that this be a major topic for the Downtown Study.

The Planning and Zoning Commission retains the authority to review any recommendations of this Committee and will render a final decision on what appropriate changes are needed in the Building Zone Regulations to implement the final vision in the Downtown Master Plan.



Post Road at the top of Greenwich Avenue

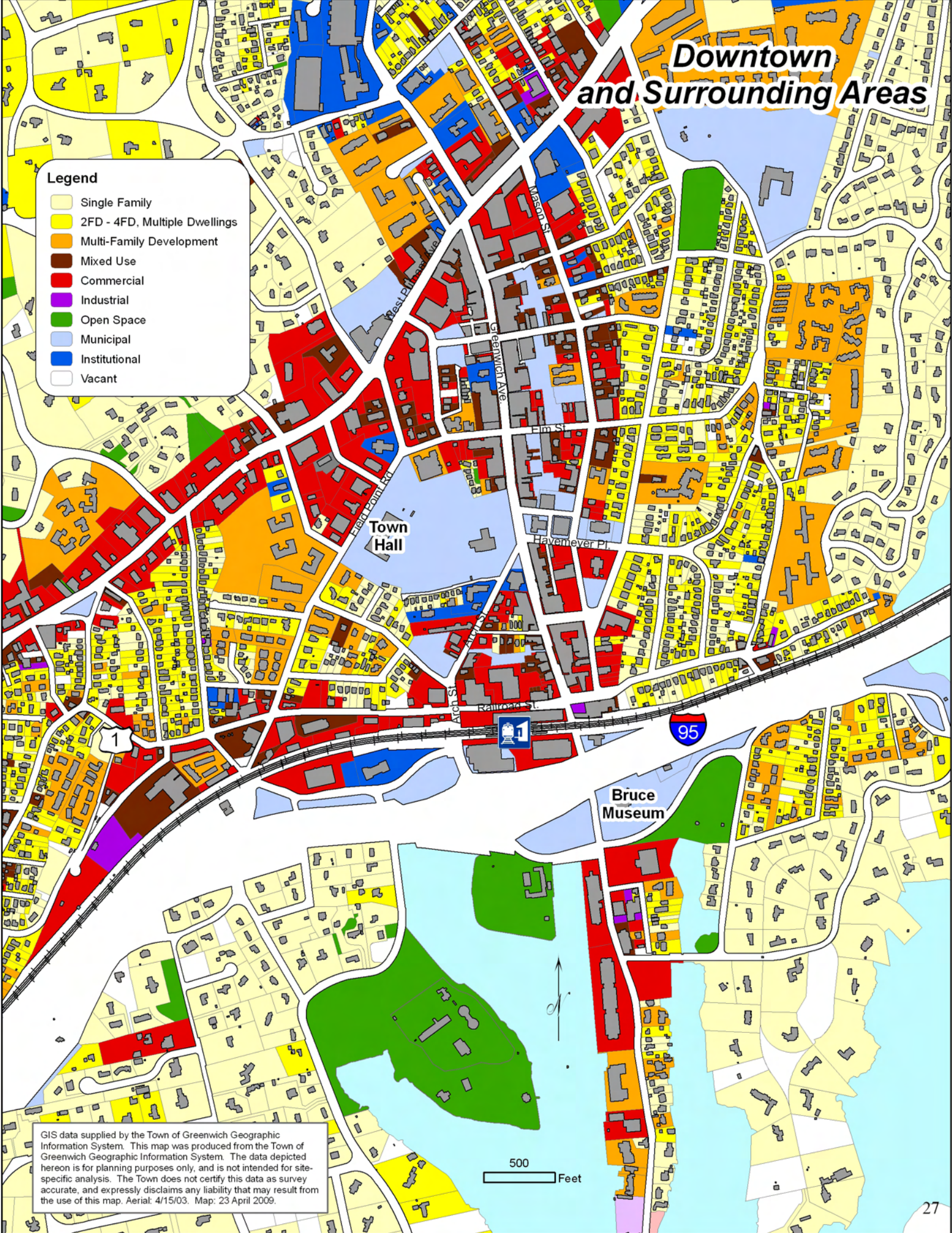
There are three elements of Downtown still being reviewed by the various Town agencies:

- the Havemeyer Building,
- the Senior Center, and
- the Old Town Hall building.

Downtown and Surrounding Areas

Legend

- Single Family
- 2FD - 4FD, Multiple Dwellings
- Multi-Family Development
- Mixed Use
- Commercial
- Industrial
- Open Space
- Municipal
- Institutional
- Vacant



Town Hall

Havenover Pl

Bruce Museum

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500 Feet

There is general agreement that the Board of Education needs new offices. Studies are underway concerning the reuse of the Havemeyer Building and location of the Senior Center. An important concern is whether to relocate these facilities in Downtown.

In addition it is recommended that Greenwich consider:

- adopting design guidelines to maintain and enhance the design, relationship and compatibility of structures, plantings, signs and other objects in public view.
- working with Downtown property owners and businesses to create a Special Services District (similar to the one in Stamford, Connecticut) or utilizing the National Trust for Historic Preservation's Main Street program. Greenwich could charge Downtown landlords and business owners an additional tax for streetscape improvements, street cleaning, snow plowing, sidewalk cleaning and special events.

It is important that the boundaries of the core of Downtown be established to concentrate new opportunities within a specific area and to prevent commercial sprawl and encroachments into the adjoining residential neighborhoods which must be maintained.

Greenwich Avenue, along with portions of the Post Road, Elm, Lewis, Amogerone and Griggs streets, Railroad Avenue and Field Point Road are all included in the National Register Historic District. This also includes the Municipal Design District of several Town buildings.

The designs for new buildings and exterior modifications to existing structures are usually reviewed for compatibility and consistency with their historic and architectural heritage by the Architectural Review Committee and the Historic District Commission.

It is important that:

- the distinctive character, landscape and historic value of the area and buildings be protected,
- the conversion, conservation and preservation of existing buildings and sites be encouraged, and
- any new development occurs in a way that protects and enhances the character of buildings and the streetscape.

ACTIONS

- 4.1 Continue to promote business, social, civic and cultural activities to maintain residential and economic vitality in Downtown.
- 4.2 Examine the build-out potential to determine where additional development may occur and how to influence this growth.
- 4.3 A Downtown Study Committee should be chaired by the First Selectman with representatives from the appropriate Town departments, P&Z, RTM, residents and business owners to develop a master plan for Downtown by 2011, based on future build-out potential. It should address parking, traffic congestion, pedestrian safety, housing, cultural activities, the highest and best use of Town properties and the possible creation of a Special Services District. This Committee will report to P&Z, the RTM and BET and hearings will be held to take input from the public.



Greenwich Avenue

Protect and Preserve the Larger Villages and Neighborhoods

Greenwich has four large villages that provide a community level of commercial services and sense of neighborhood within that area.

These villages, Cos Cob, Old Greenwich, Byram and Glenville offer unique opportunities and challenges.

The transformation of Downtown into a high-end shopping destination has created opportunities for these other villages to provide goods and services for their specific neighborhoods.

Byram



Cos Cob



Glenville



Old Greenwich



Cos Cob

In the 18th and 19th centuries, Cos Cob was one of the Town's most important harbors for exporting locally-grown produce to New York. At the turn of the 20th century, Cos Cob also became home to the first art colony in Connecticut and a cradle of American Impressionism, centered in Bush-Holley House, which is now the headquarters of the Historical Society.

Today Cos Cob has a strong vehicular connection to Downtown, because of Route 1 and Interstate 95. The center, known as the Hub, is divided by Route 1. The Cos Cob School, Library and stores are all within walking distance for many residents. The train station is removed from the commercial center.

To solve this problem Greenwich should consider creating a strong pedestrian and bicycle link to the train station, Cos Cob School, the Cos Cob Power Plant Park and the village core. The train station could also serve as an area for small unit multi-family housing, which might help to satisfy housing needs.

This village appears to have some additional small-business capacity if it were developed in a more pedestrian-friendly mixed-use development style. While a number of buildings fit into this category, there are areas of strip development where parking spaces dominate the landscape.

A village plan for Cos Cob should be developed to explore what opportunities exist to enhance this village, including whether land-use tools, such as the Village District, as authorized by State statutes, is appropriate. This Plan should explore flooding conditions and potential solutions in areas along Strickland Brook and Mill Pond.

Cos Cob might also serve as a community business center, in addition to being a neighborhood business center. The village plan should focus on promoting diversity of retail opportunities while protecting and preserving the residential neighborhoods. Adding housing in the Hub area along the Post Road would reinforce the local businesses and reduce traffic congestion in the area.

As part of the village plan, an evaluation should be made of the allowed uses permitted in the Local Business Retail (LBR) zone along the Post Road to see if residents' needs are being adequately served.

ACTIONS

- 4.4 Create a village plan based on future build-out analysis and explore using the Village District as a tool to manage land-use and building design.
- 4.5 Review potential for additional mixed-use development (commercial and residential) along the Post Road.
- 4.6 Evaluate existing traffic flows and road designs and explore re-designs for US Route 1 with the Connecticut Department of Transportation.
- 4.7 Create a stronger pedestrian and bicycle link from the train station to the Hub and other activity centers, such as the Cos Cob Power Plant Park.
- 4.8 Encourage more passive and active recreational uses in open space areas within walking distances of homes, school and businesses.
- 4.9 Review the existing floodways and flooding conditions along Strickland Brook to see what improvements can be done on a cost benefit basis.

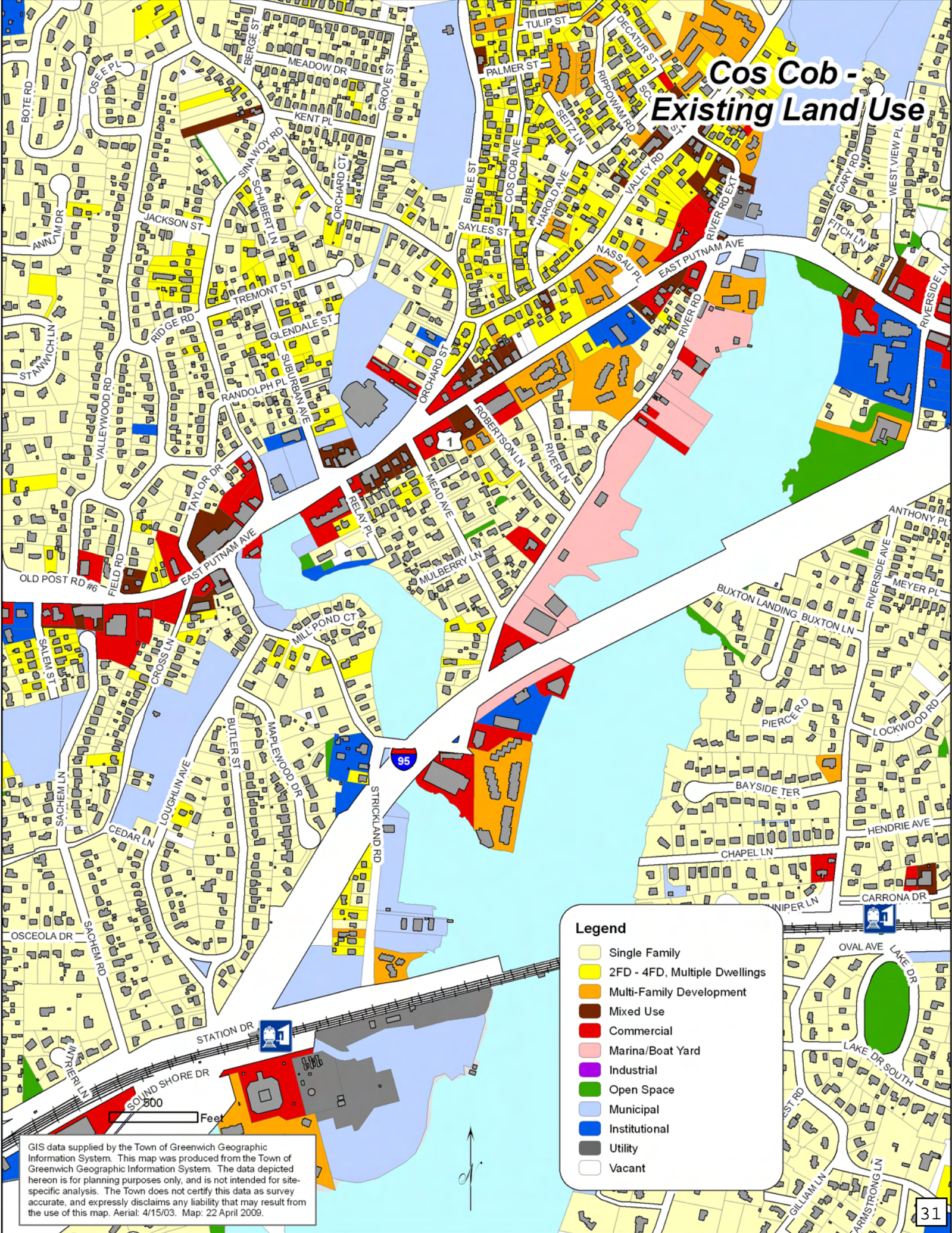


Cos Cob village center



Cos Cob Train Station

Cos Cob - Existing Land Use



Legend

- Single Family
- 2FD - 4FD, Multiple Dwellings
- Multi-Family Development
- Mixed Use
- Commercial
- Marina/Boat Yard
- Industrial
- Open Space
- Municipal
- Institutional
- Utility
- Vacant

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Old Greenwich

Old Greenwich is the original village of Greenwich. It dates back to 1640. It was developed as a summer cottages community where visitors came to enjoy the fresh air and waterfront. This village has an elementary school, civic center, Greenwich Point Park (now on the National Register of Historic Places), the Perrot Library, a fire station, several places of worship (one of which – First Congregational Church – is the oldest church in Greenwich), Binney Park and the neighborhood business center.

Old Greenwich is a pedestrian-friendly mixed-use village center, with a strong rail connection, high aesthetic value and a variety of business activities. The village is challenged by a limited connection to Route 1, Interstate 95 and the remainder of Greenwich.

There is concern about the continued vitality of this village center. New commercial development in neighboring Stamford has the potential to adversely impact some of the local businesses.

Old Greenwich has a number of interesting transit-oriented development opportunities, including the parking lots adjacent to the rail station. Housing (similar to the Old Greenwich Gables development) could be built while retaining valuable parking spaces. The village also appears to have capacity for additional mixed-use development along Sound Beach Avenue.

New development or redevelopment of Old Greenwich should pay particular attention to not overburdening the existing infrastructure, such as the stormwater and sewer systems, traffic and parking areas. There are a number of low-lying areas that require additional study to address existing flooding issues.

A village plan for Old Greenwich should be developed to explore what opportunities exist to enhance this village, including whether land-use tools, such as the Village District, are appropriate.

As discussed in the Community Facilities chapter, Eastern Greenwich Civic Center is an important Town asset and needs to either be reconstructed or redeveloped. This facility is in need of updating and this Plan recommends that the Department of Parks and Recreation work with private groups to develop plans and funding sources for this facility.

There are areas of localized and coastal flooding which are presently being studied by the Department of Public Works to address stormwater drainage problems.

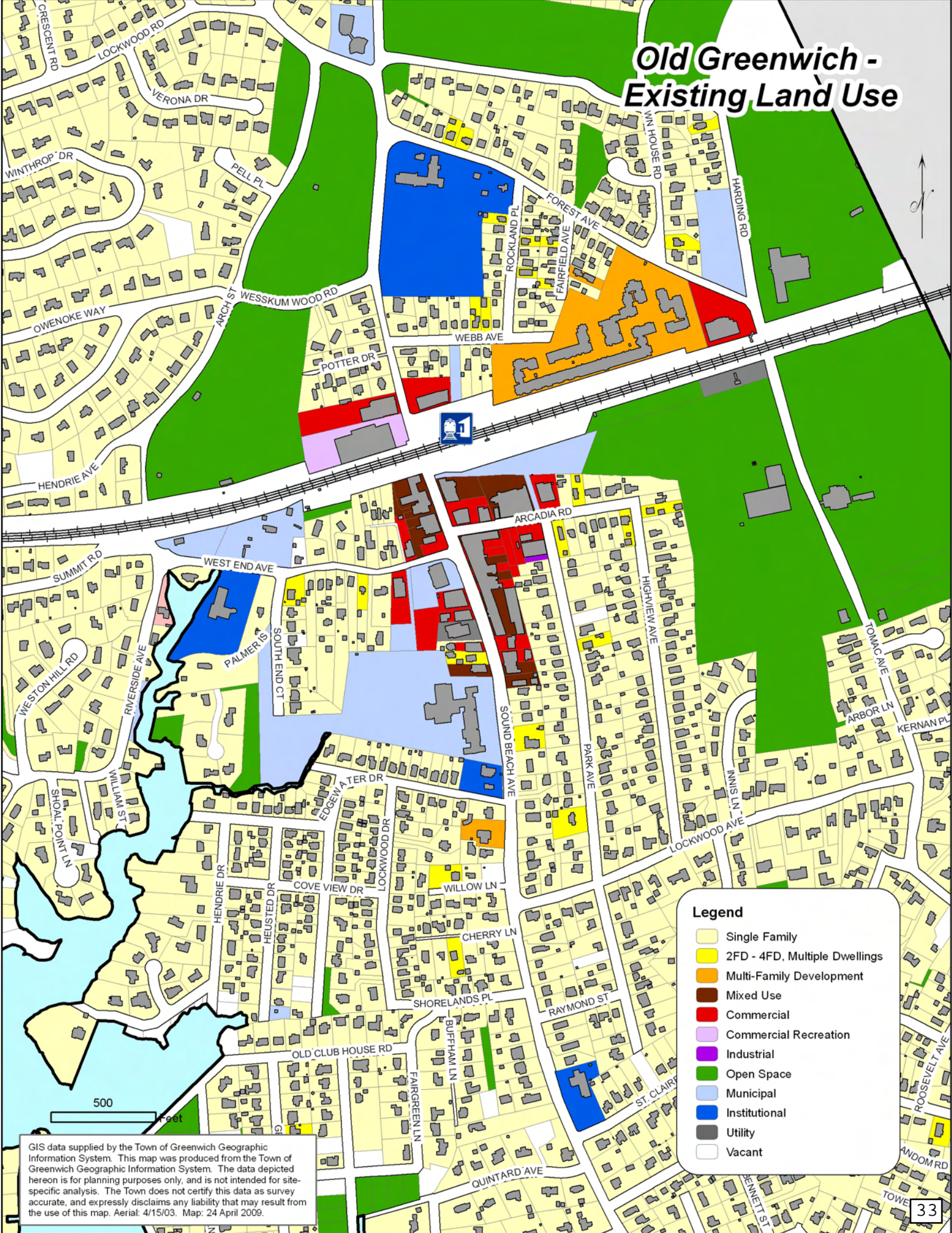
ACTIONS

- 4.10 Create a village plan.
- 4.11 Improve pedestrian and bicycle connections within the village and address traffic and parking issues in and around the train station, business area, schools, parks and library.
- 4.12 Find ways to protect neighborhood-oriented small businesses.
- 4.13 Evaluate properties abutting the Railroad for development for mixed-uses with housing similar to the Old Greenwich Gables development.
- 4.14 Rebuild or redevelop the Eastern Greenwich Civic Center.
- 4.15 The Flood and Erosion Control Board should address flooding issues in Old Greenwich.
- 4.16 When redevelopment of residences occurs in the flood and coastal zones they should be required to meet all Federal Emergency Management Agency (FEMA) flood standards without obtaining a variance.



Old Greenwich Center

Old Greenwich - Existing Land Use



- Legend**
- Single Family
 - 2FD - 4FD, Multiple Dwellings
 - Multi-Family Development
 - Mixed Use
 - Commercial
 - Commercial Recreation
 - Industrial
 - Open Space
 - Municipal
 - Institutional
 - Utility
 - Vacant

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Byram

Byram is a unique village center. Its history “reflects the traditional American industrial revolution development pattern and should be preserved,” according to Andre Duany, a leading urbanist and planner of the 21st century, who visited Byram and commented on its future as a neighborhood center.

Byram is becoming gentrified but still retains the traditional architectural styles, is primarily a single-family and two-family neighborhood and still hosts generations of the same families. Byram Park and Byram Beach provide recreational areas particularly for residents of this village. The only public pool for all of Greenwich is located in Byram Park. The pool needs to be reconstructed and upgraded to meet today’s needs.

Greenwich has focused particular attention on Byram during the last ten years with the development of the *Byram Neighborhood Enhancement Plan in 2003* and the *2007 Byram Comprehensive Plan*. Implementation of the recommendations in the 2007 Plan should be funded in the Capital Improvement Program.

Byram benefits from having a presence on the Byram River and will likely see some additional development because of redevelopment activities occurring in nearby Port Chester, New York.

A pocket park has been proposed for the Sewer Pump Station site. A public accessway and boardwalk has been designed for the Church Street extension on South Water Street, which will be constructed in 2009. The riverfront provides an excellent opportunity to create public access and a river walk when properties are redeveloped.

The Byram community has expressed interest in having the Planning and Zoning Commission re-examine the uses allowed in the existing Waterfront Business Zone as they apply to the Byram waterfront. There is a need to ensure that regulations accommodate and encourage the desired type of development and public access to the River.

New development or redevelopment of Byram should pay particular attention to infrastructure, flooding, parking and traffic circulation, to ensure that existing residents and neighborhoods are not adversely impacted.

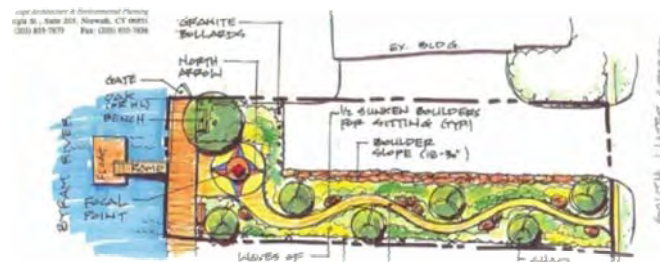
Retaining the architectural history and styles of the single and two-family residences is important for Byram’s and Greenwich’s history.

ACTIONS

- 4.17 Implement the Byram Comprehensive Plan by providing funding for the recommendations in that Plan.



Byram Center

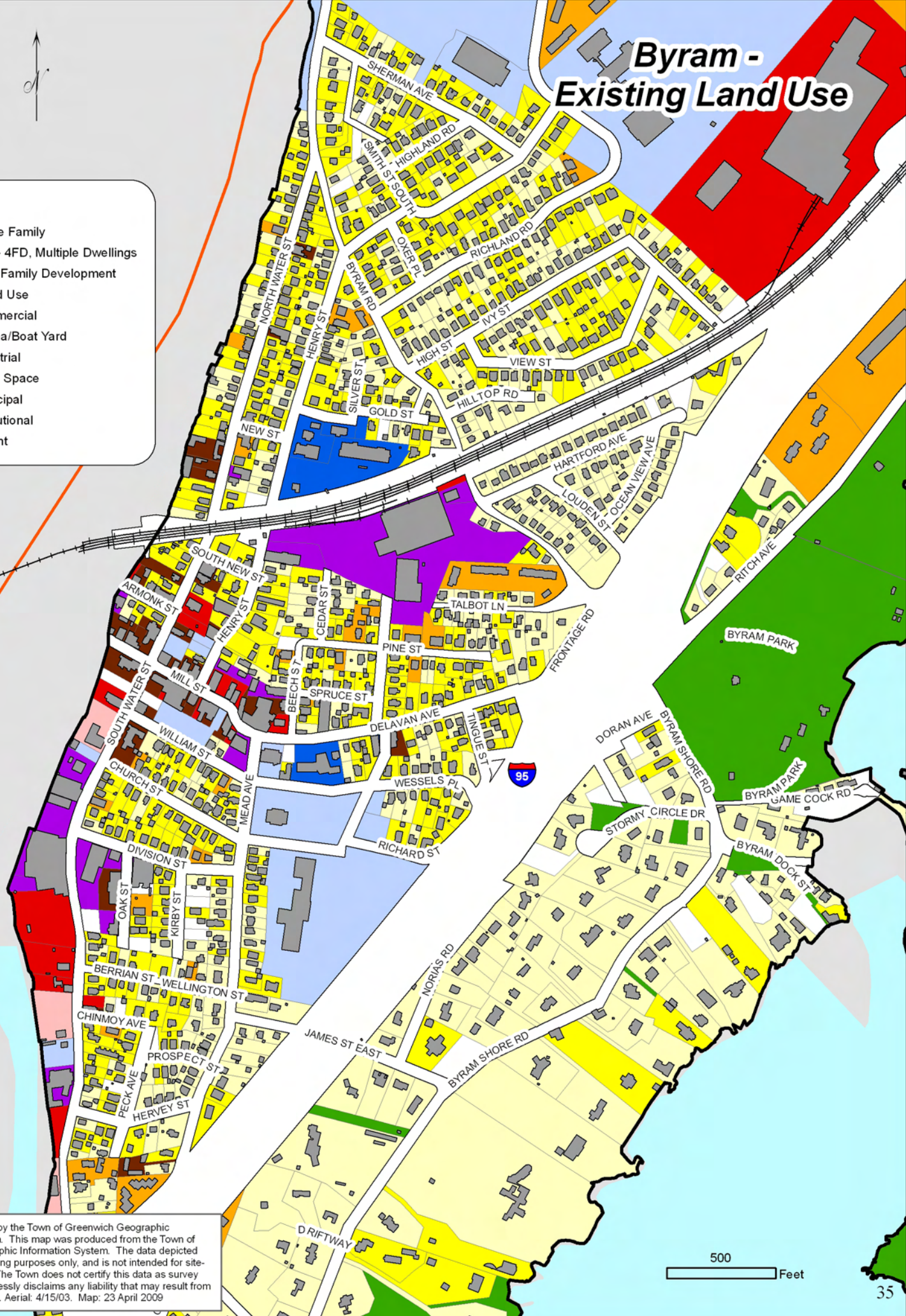


Proposed Pocket Park along South Water Street

Byram - Existing Land Use

Legend

- Single Family
- 2FD - 4FD, Multiple Dwellings
- Multi-Family Development
- Mixed Use
- Commercial
- Marina/Boat Yard
- Industrial
- Open Space
- Municipal
- Institutional
- Vacant



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500 Feet

Glenville

Glenville's economic history was tied to the American Felt Company, which was located in a complex of mills on Pemberwick and Glenville Roads powered by the dams along the Byram River. Some of these historic mill structures have been preserved with new commercial uses through an Historic Overlay Zone granted by Planning and Zoning in the 1980s.

Glenville has a picturesque village center that provides local shopping for the surrounding neighborhoods. The central area of Glenville, with the historic mill buildings and firehouse, is now a National Register Historic District.

Glenville has an elementary school (currently undergoing renovation), the Bendheim Western Greenwich Civic Center (a former school) with recreation fields, and a variety of businesses, including the redeveloped Glenville mill complex housing offices, restaurants and retail uses.

The Byram River flows through the center of the business area. There is deed-restricted open space along both sides of Pemberwick Road riverfront area acquired through conservation zoning for multifamily housing. This preserves scenic vistas, open space and water quality of the Byram River.

The business pattern that has recently developed is more strip; however there are opportunities to reinforce the historic development pattern, including adjusting regulations to limit strip development. Glenville has growth potential for both business and residential development.

The recent remodeling of the Bendheim Western Greenwich Civic Center has resulted in more public use of the building (for community groups, day care programs, etc.) and it has become a focal point of the Glenville community.

While the revitalization has involved existing buildings, there is potential for expanding floor area and redevelopment of the commercial areas of Glenville as well, especially in the shopping center. There are large landholdings off Glenville Road (Rockefeller property) and Riversville Road that offer some major residential potential.

There are areas included in the sewer benefit map that are not now on sewer and these areas may become a part of the Capital Improvement Program's long-term

capital projects for the Town if new Federal or other funding is made available.

In rush hours King Street, Glenville Street, Glenville Road and Riversville Road are used as major arteries to Downtown from New York and the Merritt Parkway. These roads are congested and queues form past intersections at Weaver Street and Angelus Drive. A new traffic signal is proposed to be installed to address traffic issues at Weaver Street. The intersection of Pemberwick Road and Glenville Road should be studied for possible signalization.

The high volume of traffic on these local roads reduces the overall sense of place in this area. Greenwich should consider ways to enhance pedestrian safety while managing traffic congestion.

As with all village areas, conflicts will occur when growth occurs in the business and residential areas. The Planning and Zoning Commission should analyze the build-out potential and the resulting future traffic flows in Glenville as part of the village plan.

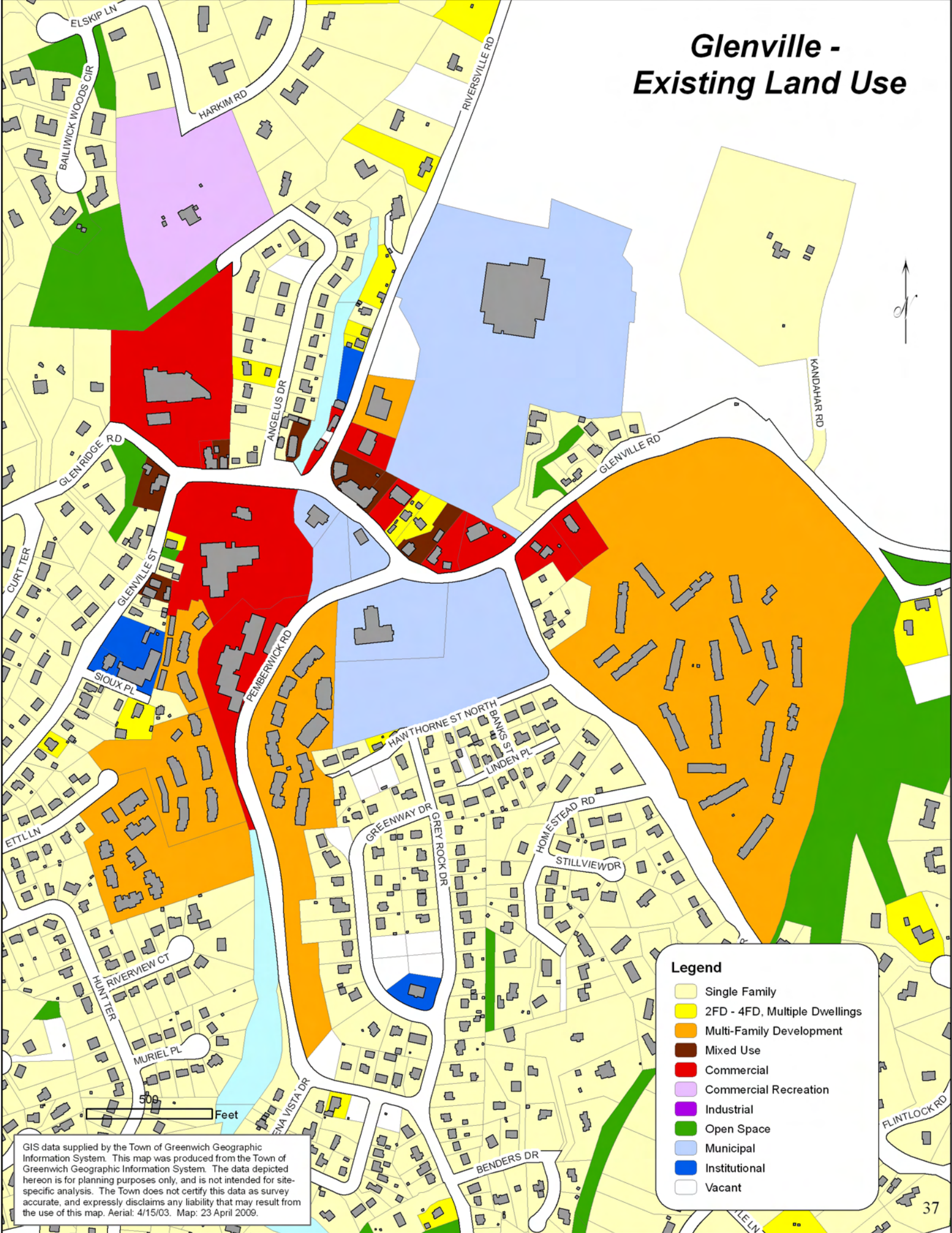
ACTIONS

- 4.18 Create a village plan.
- 4.19 Develop stronger pedestrian connection and traffic controls along main transportation routes for access to local businesses, Glenville School and the Bendheim Western Greenwich Civic Center.
- 4.20 Explore using the Village District tool to promote the preservation of historic structures through the management of land-use and building design.



Glenville Center

Glenville - Existing Land Use



Legend

- Single Family
- 2FD - 4FD, Multiple Dwellings
- Multi-Family Development
- Mixed Use
- Commercial
- Commercial Recreation
- Industrial
- Open Space
- Municipal
- Institutional
- Vacant

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Protect the Small Villages

Round Hill



Chickahominy



Riverside



Pemberwick



Banksville



North Mianus



Historically, Greenwich grew around several neighborhoods. Some of these neighborhoods have become small villages with a variety of localized services: schools, parks, fire protection and, in some instances, businesses that serve the local neighborhoods.

Some areas, such as Chickahominy, North Mianus, and Banksville, have some of these services. Other areas such as Pemberwick, Round Hill, and Riverside are less clearly defined with smaller business centers.

Threats to community character from the demolition of historic resources and insensitive new construction are the main concerns in these areas. Changes to community facilities can impact these villages as they create a strong sense of place.

Greenwich should evaluate whether existing regulations are effective, or whether new tools, such as the Village District or local historic district, are more appropriate for preserving and protecting the historic character of these areas.

Design elements should be identified and encouraged as part of new development proposals. This Plan recommends the Architectural Review Committee create design guidelines for commercial development in these areas.

Pedestrian and bicyclist safety and access are overriding issues in small and large villages. Greenwich should also evaluate whether sidewalks, bike paths and/or traffic controls are needed in these areas, and then make the necessary improvements.

Greenwich has developed business regulations to protect the small villages from regional stores and the loss of local character. These Local Business Retail (LBR) regulations are designed to keep the business areas small enough to serve only local needs and to limit the types of activities to those traditionally found in neighborhoods, such as retail goods and services and small dining establishments.

These zoning regulations have been an effective management strategy and this Plan recommends that the Planning and Zoning Commission continue this approach and re-evaluate the existing LBR Building Zone Regulations.

ACTIONS	
4.21	Enhance gateways to help define the small villages and strengthen the sense of place.
4.22	Consider creating Village Districts or local historic districts.
4.23	The Architectural Review Committee working with the Historic District Commission should create design guidelines that encourage the unique attributes of each village.
4.24	Encourage small neighborhood-oriented businesses.
4.25	Evaluate whether sidewalks, bike paths and/or traffic controls are needed and make the appropriate improvements.
4.26	Reinforce the neighborhood village concepts by: <ul style="list-style-type: none"> • keeping and encouraging neighborhood cultural and historic structures and properties, • retaining neighborhood schools, libraries, playgrounds, fields, waterfront parks, • retaining local neighborhood retail and office establishments, • retaining fire stations, civic centers and religious institutions - all of which provide a sense of history and cultural place.

Enhance Putnam Avenue

East Putnam and West Putnam, also known as The Post Road and Route 1, is the main east/west vehicular transportation route within Greenwich and provides a mix of residential and commercial areas, interspersed with scenic views of Greenwich's harbors and institutions.

Because of the variety of businesses in various areas along the Road, Greenwich should evaluate whether the scale of redevelopment of certain areas is appropriate, and how Greenwich can create more pedestrian-friendly mixed-use redevelopment.

Redevelopment may require additional density along this corridor and near Greenwich Avenue. These areas appear to be naturally suited for this type of redevelopment. Commercial development has been designed with many of the business sites having their own on-site parking areas. The individualized approach to parking has created a road with numerous driveways, which often leads to congestion.

Greenwich may be able to encourage the consolidation and reduction of curb cuts along with residential mixed-use development to alleviate some traffic congestion.

Because of the strong vehicular connection that Route 1 provides, along with transit connections, this area may be appropriate for additional housing.

Ultimately, concerns about traffic congestion will need to be considered as part of developing new land-use solutions here. Greenwich should conduct a study of land-use and traffic issues to make sure these issues are appropriately considered during this process.

ACTIONS

- 4.27 Encourage pedestrian-friendly mixed-use redevelopment, including mixed types of housing.
- 4.28 Conduct a study of land-use and traffic issues to see where improvements can be made by reducing the number of curb cuts.

Monitor Changes Along King Street

King Street presents a number of challenges, particularly because the road serves two communities in different states, with different ideas about how development should occur.

King Street in New York State is a State highway. King Street in Connecticut is a Town road. Development along the New York side of King Street includes large corporate centers and access to a regional airport (Westchester County Airport).

In Greenwich development along the corridor is zoned for residential and institutional uses and includes several private schools, two nursing homes, the Griff Harris Town-owned golf course and Fairview Country Club.

Development of Chieftains (the Gimbel property) involved large residences and preservation of 50 percent of the lot areas as open space. It preserved the original estate buildings, reinforcing the residential character.

The mixture of uses on both sides of the street provides for an interesting dynamic. Greenwich may also be able to work with local transit providers and businesses in the area to expand transit options and encourage van-pooling to all of the users in both states and especially to the Westchester Airport.

A plan is under consideration by the Greenwich institutional users to extend the private water line up King Street. They are working with Aquarion Water Company to explore financial feasibility and actual water needs. Greenwich is also developing plans for a new firehouse on upper King Street next to the Griff golf course.

ACTIONS

- 4.29 Continue to participate in a regional dialogue about the future function and role of King Street to serve all communities.
- 4.30 Develop a strategy and seek funding to encourage new and expanded transit and van pooling to institutions and businesses in the area and to the Westchester County Airport to minimize traffic and enhance transportation options.
- 4.31 Funding for the new fire station on King Street should be provided.

GOAL - To preserve community character while providing a safe transportation network.

Transportation is as important to Greenwich as sewers, water, and open space. People need mobility around Town with a minimum of expense and inconvenience.

Virtually every public and private body continues to recognize the need to relieve congestion on roads to reduce air pollution, sustain economic vitality, improve living conditions, and maintain the Town's residential and scenic character.

ACTION STRATEGIES

The Action Strategies for Traffic, Transportation and Parking are:

- Address Transportation and Traffic Needs,
- Address Parking Needs,
- Promote Transit,
- Create Additional Bicycle Facilities,
- Enhance Sidewalks and Pedestrian Safety, and
- Monitor Airport Expansion and Flight Paths.

Greenwich Train Station



Address Transportation and Traffic Needs

Traffic and Transportation issues are of critical importance to residents, visitors, and commuters who travel through the Town on a daily basis.

With a population that has grown to over 62,000 and a constant influx of visitors and workers (35,000 daily trips into Town), Greenwich's transportation system continues to operate with an infrastructure that has remained largely unchanged for many decades.

Greenwich has three principal east-west arterials that traverse the Town: Route 15 (Merritt Parkway), Route 1 (Putnam Avenue), and Interstate 95. Traffic on these roadways often exceeds capacity. This congestion impacts mobility through Town and often makes access difficult.

The Town lacks true north/south arterial roadways between Route 15, Route 1, and Interstate 95. While King Street, Riversville Road, Glenville Road, North Street, Lake Avenue, and Round Hill Road currently handle much of the traffic, these local roads are residential in nature and not designed for the volume of traffic.

As part of this planning process, the Planning and Zoning Commission hired Fuss and O'Neill, a transportation engineering firm from Manchester, Connecticut to evaluate transportation planning issues. They have made some specific recommendations for particular intersections that may help improve traffic flow

There is no easy solution to traffic problems. To date, Greenwich has generally been successful in maintaining the rural New England character of the transportation system without implementing major road construction or improvement projects.

The trade off, however, has been an increase in vehicle delay and congestion on several heavily traveled corridors within Greenwich and increasing safety concerns for pedestrian and bicycle traffic due to the higher vehicular volumes.

With little public right-of-way along most roadways, Greenwich must find a way to manage the space available and assign priorities for each roadway. A number of competing interests exist which makes it difficult to find the balance between improving transportation and maintaining community character.

The majority of the Town's traffic congestion occurs within Downtown and at interchanges with Interstate 95. Significant commuter and retail traffic volumes exist, especially on Route 1 and Greenwich Avenue.

Lack of left turn lanes at key intersections along Route 1 and delays from vehicles turning out of parking spaces create significant delay and safety concerns for both vehicular and pedestrian traffic attempting to cross the roadway.

The Greenwich Avenue retail corridor also experiences congestion, caused by vehicles backing out of parking spaces, limited sight lines from side streets, and many pedestrian crossings. With an increasing number of people now living outside of Greenwich and commuting into Town to work, or shop, the trend in traffic growth will continue.

Recent technological improvements such as the Geographic Information System (GIS) computer mapping program have enabled Greenwich to understand the development potential in Town.

This build-out potential is important for transportation planning. Older studies, plans and reports did not have this development information available. These documents should be updated:

- Greenwich Central Business District Traffic Management Plan (2002),
- Inventory of Pedestrian Safety Needs (2006),
- Bicycle Master Plan (2001),
- Management and Operations Parking Study (2002), and
- Supply/Demand Parking Study (2002)

Even though not all the development build-out will occur in the next 10 years, the impact of any of this new development will increase traffic and needs to be anticipated. Greenwich should maintain its standard of a Level of Service (LOS) Level C in evaluating any future development for improvements.

Greenwich has struggled with implementation and only a small number of the recommendations from recent planning efforts have been completed to date. Transportation issues in Greenwich require the assistance of other organizations, including regional and State planners and agencies. Greenwich should continue to work with these agencies to address transit opportunities and to evaluate transportation systems, including Exits 2, 3, 4 and 5 off Interstate 95.

There is a need to coordinate all long-term transportation planning on a Town-wide basis. While numerous agencies are involved in traffic and transportation, no agent or agency is responsible for coordinating these efforts. This Plan recommends that consideration be given to the hiring of a Traffic/Transit Transportation Planner/Manager as a new position to address these needs, to provide coordination among various departments and to develop a long-term plan.

The community should identify where community character cannot be compromised for traffic capacity. Small adjustments to capacity along major transportation routes might be accomplished without reducing the overall character. When adjustments are made, of paramount importance is retaining the look and feel of the local neighborhood, especially within the RTM District 1 neighborhoods.

Greenwich has developed a Neighborhood Traffic Program to address concerns about speeding and traffic volumes. This Plan recommends that the Department of Public Works continue traffic controls on roads that meet eligibility criteria established by the Department. This program addresses school routes for pedestrian and bicyclist safety in addition to vehicular traffic. The Board of Selectmen should provide funding for this effort.

ACTIONS

- 5.1 Hire a Traffic/Transit Transportation Planner/Manager and fund long-term transportation improvements and set road, rail, bicycle, pedestrian and transit priorities and goals.
- 5.2 Implement traffic controls and pedestrian and bicyclist safety improvements on roads that meet the Town standards, especially near schools.
- 5.3 Appoint a parking and transportation committee (similar to the sidewalk committee) to provide guidelines for traffic and transit improvements Town-wide.
- 5.4 Implement small adjustments to allow additional traffic capacity where appropriate, as recommended in the Fuss and O’Neil report.
- 5.5 Study important intersections to determine if improvements can be made.
- 5.6 Develop an access management strategy along main traffic routes and update the 2003 Traffic Management Study.

Address Parking Needs

The Town’s 2002 Parking Supply and Demand Study stated that the majority of the Town’s parking concerns exist in the retail/commercial area of Downtown. At the time of the Study a parking deficit existed and was anticipated to grow. The transportation analysis prepared by Fuss and O’Neill as part of the planning process specifies this as an issue, particularly at the train stations. Each of the four rail station lots have waiting lists for permits indicating that the demand for parking is greater than the supply

Greenwich’s current parking strategy, while not articulated in any specific document, has been identified by various community officials to be limiting new Town-owned parking structures and facilities in Downtown.

This strategy has caused business employees and customers to find parking elsewhere. It raises questions about whether this strategy of limiting the construction of new parking is working.

Any update of the study should include a parking inventory, occupancy and turnover analysis with a focus on Downtown, Old Greenwich, Cos Cob and Riverside and the rail stations using the build-out analysis. This Plan recommends that the Department of Parking Services update the parking study to assess future development needs and include potential locations and costs to expand parking facilities and/or construct new facilities to address the shortfall.

To address parking management, the Town has created a Department of Parking Services that is responsible for managing municipal lots and developing parking strategies. The Department is currently working on a residential parking permit program, has increased the parking rates and has reduced the wait lists at the railroad station parking lots, particularly at Old Greenwich and Cos Cob.

Parking solutions for residents need to be addressed and Greenwich should evaluate options to resolve conflicts with the current system, including promoting the use of transit and shuttles as a way for employees and residents to get to and move around Downtown without moving their vehicles.

ACTIONS

- 5.7 Evaluate adequacy of parking at the rail stations, Town-owned lots and village areas.
- 5.8 Update the Downtown Parking Study based on build-out projections.

Promote Transit

Traffic is and has been a problem in Greenwich for many, many years. Automobiles are contributing to poor air quality issues in Fairfield County. Transit is a good solution to these problems.

Metro-North serves as a critical transportation mode for inbound and outbound Greenwich commuters. There are four rail stations in the community. Greenwich Train Station is an underutilized resource for solving traffic problems in Downtown. Raising the cost to park in Downtown and charging an even higher price for premium on-street parking spaces could help increase transit use. This will work only if there is strict enforcement of resident-only parking areas.

In Central Greenwich, a commuter shuttle provides transportation to and from the train station to various stops along a loop within Downtown. The Norwalk Transit District operates two commuter shuttles in Downtown to provide a link between the Greenwich Train Station and businesses due to the increase in inbound commuters.

CT Transit operates two bus routes through Town and within Downtown, including a primary route along Route 1 and additional loops through Old Greenwich and Byram. There are a number of smaller private livery services and jitneys that provide transportation in Downtown. Greenwich should explore whether the existing transit service can be consolidated and enhanced.

Considering the number of employees, and the number of businesses that are independently offering this service, Greenwich should work with businesses, the Norwalk Transit Authority, and the Chamber of Commerce to develop an off-peak public shuttle program using existing transit resources.

More widespread use of alternative transportation modes is needed in Greenwich. With little right-of-way available for future expansion, businesses should encourage their employees to carpool, use mass transit, walk and/or bicycle.

ACTIONS

- 5.9 Work with current transit providers to develop a pilot project to extend hours of operation and shuttle services within Downtown and to businesses in Town.
- 5.10 Consider ways to create additional incentives to use transit.

Create Additional Bicycle Facilities

Greenwich has few dedicated bicycle facilities. Narrow, crowded roadways limit the ability to establish bicycle lanes and discourage use of bicycles.

In 2001, to address this concern, a Bicycle Master Plan was prepared and submitted to the Department of Public Works. It identifies safe and convenient bicycle routes. Since that time, some bicycle facilities, including a bicycle route, have been designated in Old Greenwich.

Greenwich should implement the priority recommendations in the Bicycle Master Plan.

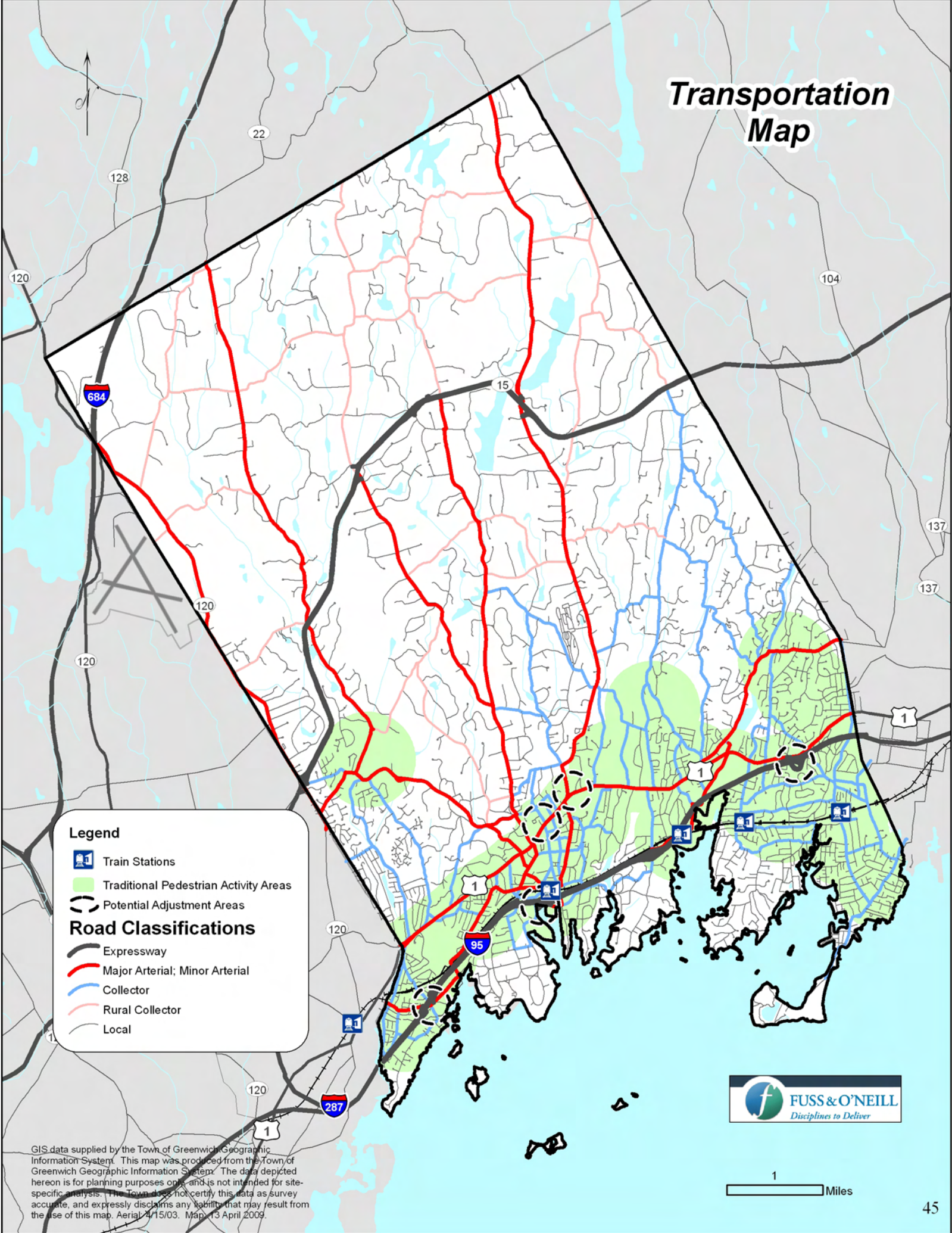
A good first step might be to establish a pilot bike route throughout the Town to best integrate this transportation mode into the current road network. Bicycle usage should be anticipated when new road improvements are proposed.

A challenge for bicyclists is finding a safe and secure place to park their bicycles. Greenwich already requires bicycle racks as part of site plans for commercial and large-scale residential projects. Greenwich should also take a leadership role in providing bicycle parking and installing racks at all municipal facilities.


ACTIONS

- 5.11 Evaluate, fund and implement the recommendations in the Bicycle Master Plan, where feasible.
- 5.12 Provide bicycle racks at businesses, municipal facilities, train stations, schools and multi-family residences.






Transportation Map



Legend

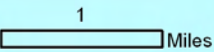
-  Train Stations
-  Traditional Pedestrian Activity Areas
-  Potential Adjustment Areas

Road Classifications

-  Expressway
-  Major Arterial; Minor Arterial
-  Collector
-  Rural Collector
-  Local



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Enhance Sidewalks and Pedestrian Safety

While Greenwich has a series of village centers and higher density neighborhoods, sidewalks are not provided along a large percentage of the Town's roadway network.

Where sidewalks have been provided, there are frequent disruptions and missing segments. Sidewalk installation is challenged by narrow roadways, limited right-of-way, obstructions along the side of roadways, and public opposition.

In 2004 the Pedestrian Safety Committee prepared a detailed inventory of pedestrian safety needs. Recent controversy over where proposed sidewalks should be located has prompted Greenwich to reevaluate the specific recommendations developed in this report.

Adjustments to sidewalk design standards, such as the elimination of granite curbs, or the use of stone dust type surfaces, may reduce public concern about the aesthetic impact that a sidewalk can have in a neighborhood.

Downtown and a number of the villages are pedestrian-oriented places, with sidewalks and a street scale that make them pleasant places to walk. Pedestrians need a safe environment and Greenwich should continue to update safety measures, crosswalks and traffic controls throughout this area.

At this time this Plan is not recommending traffic lights be installed on Greenwich Avenue. The RTM rejected the funding for this purpose in 2007 and 2008 because, among other reasons, these structures would greatly alter the visual character of Greenwich Avenue.

Greenwich needs to maintain and enhance existing sidewalks and eliminate gaps that exist in the system. Priority areas for sidewalk improvements should be village centers, around schools, and along Route 1.

ACTIONS

- 5.13 Maintain and enhance the sidewalk system in Greenwich, especially along busy roads, around schools and near the railroad stations.
- 5.14 Consider adjusting sidewalk design standards to fit local neighborhoods.

Monitor Airport Expansion and Flight Paths

Westchester County Airport (HPN) is a 703 acre facility owned by Westchester County that provides corporate aviation, light general aviation, and commercial airline services with related aviation support facilities. Primary access to the airport is via King Street and Rye Lake Road in Greenwich.

Expansion at the airport is restricted by the Terminal Lease Agreement between the County and the Federal Aviation Administration (FAA). According to the Agreement commercial airplane operations at the airport cannot exceed four commercial flights and 240 passengers per hour. This Agreement does not apply to private aircraft.

The Town of Greenwich has maintained a good neighbor relationship with the airport for years. The Town has worked with the surrounding neighborhood associations with regard to airport noise, environmental issues, and ongoing improvements being made at the airport.

Parking is at capacity at the airport and alternative locations for parking are being explored by the Airport and Westchester County. Greenwich, through the Greenwich-Westchester Task Force, is monitoring this project since it affects King Street traffic, especially at the Rye Lake Road intersection. Additional parking should not be developed if it allows for additional flights or passenger capacity beyond the agreement.

In addition the FAA is revising flight patterns in and around Fairfield and Westchester County areas which may result in more flyovers and therefore greater impact on our community. Greenwich is partnering with other Connecticut communities to challenge the new flight patterns.

ACTIONS

- 5.15 Continue to maintain the limits on the number of flights and passengers under the agreement and monitor activities at Westchester Airport. Develop joint positions with neighboring communities regarding flight paths, hours of operation, etc. through the Greenwich Westchester Task Force and local and Congressional officials from both states.

GOAL - To provide and support facilities and services to meet community needs

Infrastructure must support the community's desired growth and traditional development pattern.

Infrastructure, utilities and community facilities must protect the environment and improve the quality of life for residents.

These buildings, parks and places help to keep the community connected.

ACTION STRATEGIES

The Action Strategies for Infrastructure are:

- Address Town Facility Management and Needs,
- Maintain Sewer Infrastructure,
- Enhance Town Recreational Facilities,
- Conserve Energy and Become a Green Energy Leader,
- Create Green Municipal Facilities and Neighborhoods,
- Address Educational Needs,
- Support Cultural and Social Community Facilities, and
- Continue to Support Other Community Organizations.

Byram Marina



Address Town Facility Management and Needs

Greenwich has a number of municipal facility management needs and it is important for the community to develop and refine priorities. Because of co-jurisdiction issues between the services that different Town departments provide, a coordinated management plan is required to ensure that long-term maintenance is being performed properly.

While there are a number of initiatives, Greenwich needs to provide adequate funding for the facilities that are already in place, and ensure that the cost of new facilities does not displace maintenance funding.

Many Town properties do not have plans for long-term management. Greenwich should develop asset management plans for all Town-owned property. The First Selectman should establish a Town Properties Committee to oversee this task along with appropriate departments and agencies.

Schools are currently the only municipal buildings that are managed independently of the Department of Public Works (DPW). The Department of Parks and Recreation (DPR) does manage the school grounds and field usage, but upkeep of the school facilities falls under the jurisdiction of the Board of Education(BOE).

The land-use and facility responsibilities of the Board of Education could be more efficiently and effectively handled by the DPW and the DPR. This would allow the BOE to focus on curriculum and programs. If such a transfer is effectuated it must be managed to minimize transition problems. DPW will require time to analyze the workload, manpower and integration of such new responsibilities. DPW should present a timetable to the First Selectman and the Board of Estimate and Taxation (BET).

DPW is in charge of Town-owned facilities and handles the short and long-term maintenance of structures. It develops new protocols for upgrades and new construction.

Greenwich has actively developed and managed projects through a 15 year Capital Improvement Program (CIP). This organized approach has provided the community with a fiscally-sound structure for forecasting future budget impacts related to capital expenses. Greenwich should continue to update and utilize the CIP process for long-term financial programming of Town projects.

Greenwich has recently affirmed its commitment to public safety through a \$33 million appropriation for the police and emergency parts of the Public Safety Complex, with more to come when the Fire Department is rebuilt. This facility has been designed to meet the current and future needs of the community. The Fire Department building upgrade is scheduled to be completed after the Police Department facility is completed.

The Cos Cob Power Plant site is a wonderful addition to Greenwich's list of Town-owned properties. The current plans adopted by the Board of Selectmen include passive and active recreation areas, which will be pursued once environmental remediation has been completed and the property passes necessary inspections and clearances. This Plan recommends that the Board of Selectmen implement a plan for the the Cos Cob Power Plant site.

Government operations are currently centralized in Downtown. Town Hall occupies the former High School building on Field Point Road and the BOE occupies the Havemeyer Building on Greenwich Avenue.

Greenwich should conduct a space needs analysis for all Town Hall departments for the next ten years.

A study is underway to evaluate the potential re-use of the Havemeyer Building as a new senior center. The BOE also has begun a study of its office needs.

If the BOE offices are relocated and the Senior Center is not moved there, the Town will have to consider other uses for the Havemeyer Building. It may also be possible to house both the BOE and Senior Center in the building, which is on the National Register of Historic Places.

It is unclear whether this building will be considered for a future center for the arts given the lack of consensus on this issue.

The Police Department is creating a combined dispatch center that will be located in the Public Safety Complex. Radio communications are being enhanced through a digital upgrade project in cooperation with Nextel Communications. The upgrade should improve the reliability of this system while expanding its range.

Greenwich has an extensive recycling program, but a master plan is needed for the Holly Hill Resource Recovery Facility. Because Greenwich has decided to be a leading green community, facilities that promote the green effort, such as the recycling center, need to be designed to accommodate all Town users and recycling needs.

Waste prevention and recycling programs are integral to a community that is environmentally, economically and socially sustainable over the long-term.

This facility has been designed to provide residents with an opportunity to be personally involved in recycling efforts. DPW is currently developing a master plan for this site.

Because of plans to eliminate DPW facilities in Byram and Cos Cob, the Highway Division of the Public Works Department will need additional space. It also needs salt/sand storage space in north Greenwich.

As part of its fleet management program, Greenwich currently has two fueling areas. There appears to be additional need for this type of facility in the northern part of Town, along with additional paved equipment storage areas.

Because of the value of land Greenwich needs to consider the highest and best use of Town-owned properties. In some instances retaining land in a natural state or providing public access is the best use, while for other sites, such as along the Mianus and Byram rivers, DPW facilities may not be the best use.

There are several Town properties where evaluation of the various options and opportunities need to be considered as these properties may help to solve Town needs such as affordable and elderly housing.

The First Selectman should create a special committee to look into present and potential uses of Town-owned properties for long-term need.

ACTIONS	
6.1	Complete the Public Safety Complex and improve emergency communications.
6.2	Evaluate present conditions and maintenance needs of all Town facilities and develop master plans for long-term maintenance.
6.3	Assign the maintenance of school buildings to the DPW with adequate funding and manpower.
6.4	Continue to update the recreational fields inventory and Parks Master Plans.
6.5	Utilize the Capital Improvement Program for long-term financial programming of Town facilities
6.6	Create the Cos Cob Power Plant Park.
6.7	Perform a space needs analysis for all Town Hall departments and use digital imaging to increase document retrieval efficiency and reduce physical storage needs.
6.8	Create additional space for senior programs.
6.9	Create a Master Plan for the Holly Hill Resource Recovery Center and provide an extensive recycling program.
6.10	The First Selectman should re-establish a Town properties committee to evaluate Town assets and develop long-term plans for their highest and best use.

Maintain Sewer Infrastructure

Greenwich has an extensive sewer network. The Grass Island treatment facility has a designed capacity of 12.5 million gallons per day and currently receives about 8.5 million gallons per day in dry weather. The capacity of the sewage treatment plant is projected to be adequate for community needs during this ten-year planning period based on the current sewer services boundary.

Since 1998 Greenwich has taken numerous steps to improve sewer treatment and is currently reducing impacts on Greenwich Harbor, such as eliminating infiltration and inflows from non-authorized sources.

Greenwich has also established a Sewer Services Boundary and Map. This area is intended to provide a demarcation of where sewer service will and will not be provided.

Historically this line has been flexible but the State of Connecticut is becoming more rigid. State agencies have been relying on boundaries like this to control the distribution of funding. Greenwich will need to monitor changes occurring with State agencies.

DPW is finalizing the sewer assessment study and should continue to evaluate the location of the sewer service boundary and the policies that are in place to ensure its appropriate use.

Recent sewer main bursts raise questions about the long-term viability of the aging sewer infrastructure, much of which is located in Downtown and the coastal villages of Old Greenwich, Cos Cob and Byram. This Plan recommends that DPW assess this vulnerability.

Town agencies need to examine future build-out within the sewer boundary area to ensure that the existing size and location of sewer infrastructure is adequate for the potential additional load.

Greenwich might consider raising existing fees and adopting a new sewer connection fee program. A user-charge program assigns properties, within the sewer services boundary area, an allocated maximum sewage flow discharge. If future development requires greater flows than allocated, an increased user fee may be appropriate.

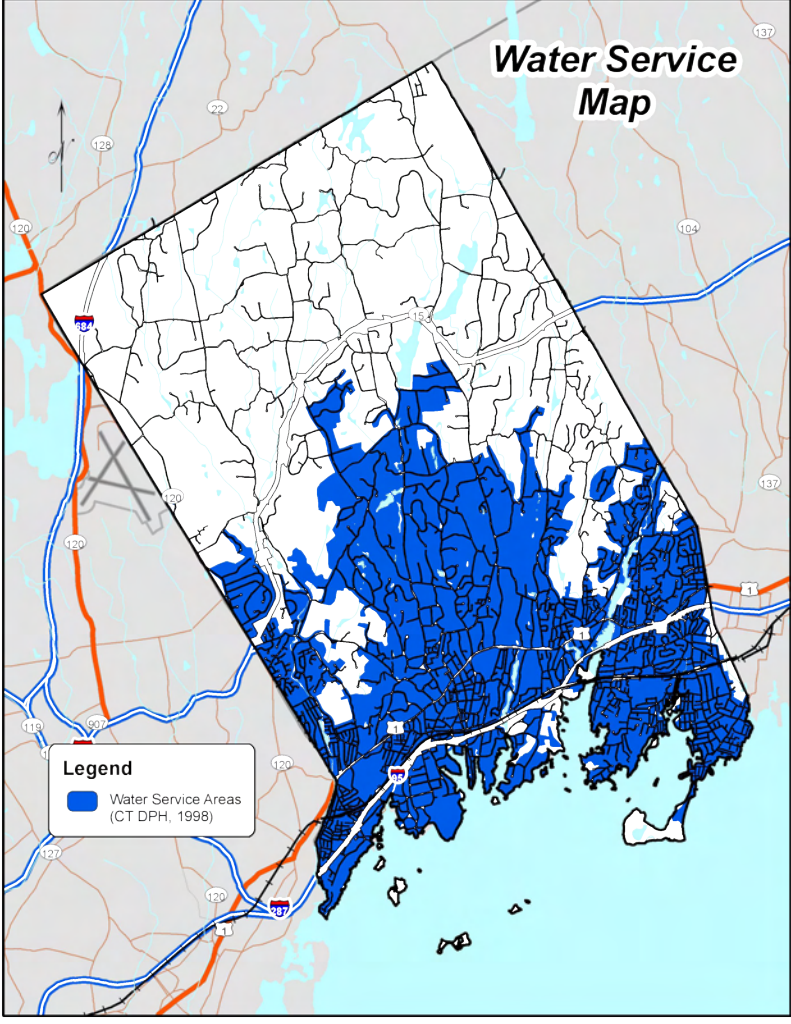
Land-use activities which require more sewage capacity than allocated by this program would be required to go through a more rigorous approval process and perhaps financial contribution to the sewer improvement fund should be required.

At no time should the sewer system design and usage exceed or go beyond the State of Connecticut's growth limit as depicted in the State Conservation and Development Policies Plan.

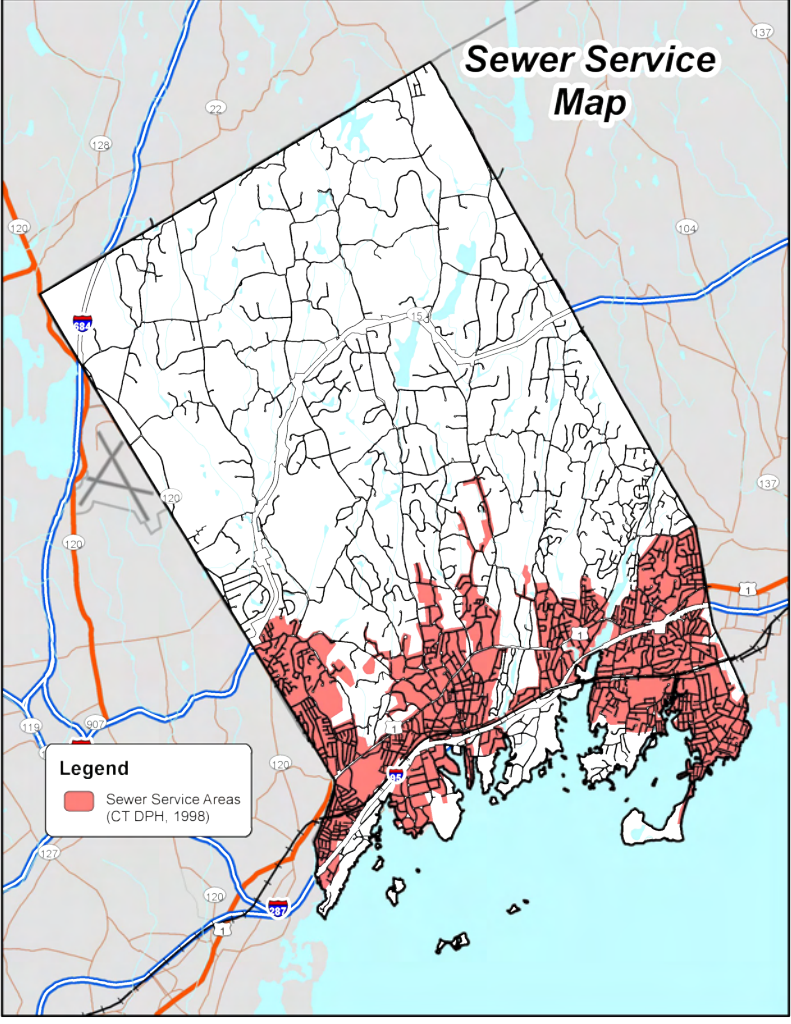
ACTIONS

- 6.11. Evaluate the sewer service boundary and sewer capacity to meet long-term needs while conforming to the State's Conservation and Development Policies Plan.
- 6.12 Consider revising the sewer connection fee structure and creating a user fee system.
- 6.13 Assess vulnerability of the sewer infrastructure due to age and develop a long-term plan to fund updates to the system.

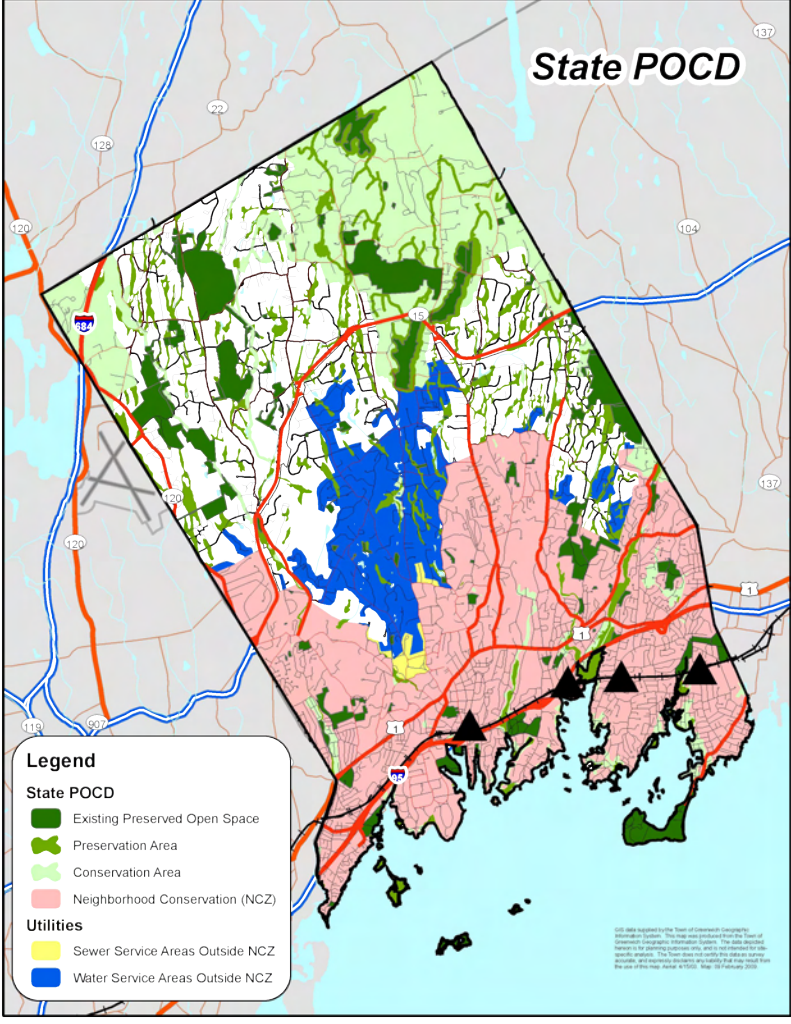
Water Service Map



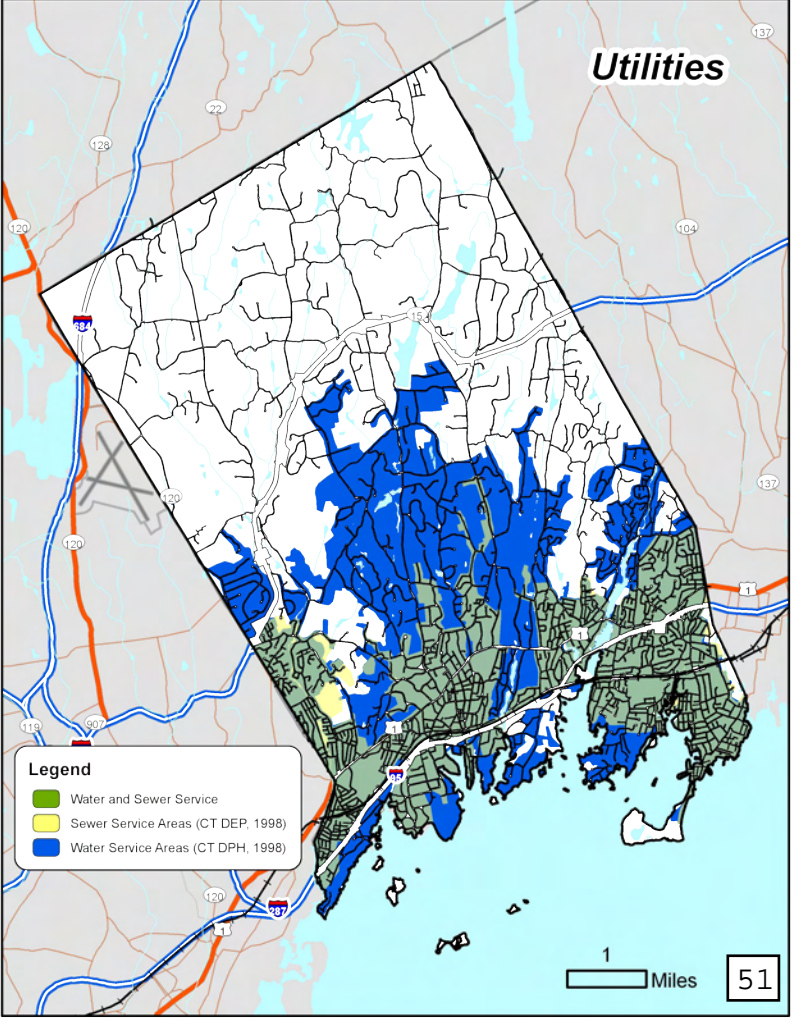
Sewer Service Map



State POCD



Utilities



Enhance Town Recreational Facilities

According to the Board of Parks and Recreation Greenwich is fortunate to have over 1,300 acres of parkland. Of this total 70 acres are currently dedicated to active playing fields. This space is extremely popular and is used for various organized programs and activities. This results in over 26,000 hours of field usage annually.

Since the 1998 POCD, the field inventory has actually been reduced by eight because of school and municipal facility expansion. The DPR estimates that an additional 5,000 hours of field time are needed. Greenwich should also scrutinize any activity that would impinge upon recreational fields.

It is recommended that the Board of Parks and Recreation update its field inventory and develop a plan to address needs for locations of new fields and management of existing fields. The organic turf program is being undertaken for all fields and parks through the Capital Improvement Program. The issue of how many fields should use artificial turf is ongoing.

Greenwich operates four beaches which are located at Greenwich Point Park, Byram Park, Island Beach and Great Captain's Island. It also operates boat launches, and a Town dock and ferry service to offshore islands. These sites are distributed widely along the shoreline.

The Town owns and operates four marinas: Byram, Grass Island, Cos Cob and Greenwich Point. Space is generally available for smaller vessels but there is a waiting list for larger boats. There are several private marinas and boat clubs in Town which offer services and docks for the larger boats

ACTIONS

- 6.14 Update the field inventory and usage to develop recommendations for maintenance and long-term improvements.
- 6.15 Scrutinize activities that would reduce the field inventory.
- 6.16 Identify and develop locations which can increase the inventory of multi-use recreational playing fields.
- 6.17 Implement the organic turf program on all Town public school playing fields and parks.
- 6.18 Continue to review funding and update marina services and facilities for needed improvements.

Conserve Energy and Become a Green Leader

At present energy supplies are significantly hydrocarbon dependent and prices for these commodities have been volatile in the past year.

The realities remain: supply is not infinite and hydrocarbon emissions pollute the environment. It is important that Greenwich be mindful of the manner in which it consumes energy and optimizing resources is a sensible strategy.

Conservation of energy resources is an area where the community can make a difference and become a green leader. During this planning process the Greenwich Board of Selectmen established an Environmental Action Task Force. The Task Force prepared a resolution for the Board which it adopted. The Selectmen established an Energy Management Team (EMT) to carry out its recommendations.

Recently Greenwich committed to becoming a Clean Energy Community and will begin to purchase green energy. The Town should be aggressive in the use of current and developing technology to conserve energy, reduce pollution and employ new sources of renewable energy as they become available.

Funding will be required for a wide variety of initiatives to optimize and increase energy efficiency including, but not limited to:

- developing a Town energy plan,
- developing guidelines and regulations for municipal construction projects,
- converting to renewable resources where available,
- purchasing, when needed, replacement vehicles with decreased energy consumption and renewable fuel sources,
- implementing educational outreach programs, and
- developing a long-term plan to continue to reduce greenhouse gas emissions.

The first step in a community-wide energy efficiency project is to identify which municipal activities and facilities use the most energy.

An energy audit will pinpoint those areas and suggest the most effective measures for cutting energy costs. Greenwich must make these improvements. Some of these investments can be recovered from State grants.

Greenwich should work with other communities and organizations to promote energy conservation and environmental issues.

One organization, the International Council for Local Environmental Initiatives (ICLEI), has developed the Cities for Climate Protection campaign as a resource and Greenwich should consider joining this program.

ACTIONS

- 6.19 Evaluate whether the Town should participate in the Clean Energy Fund and join the ICLEI Cities for Climate Protection campaign.
- 6.20 Implement the recommendations of the energy resolution through the newly created Energy Management Team.
- 6.21 Conduct an energy audit and develop an energy plan for all municipal facilities and schools.
- 6.22 Evaluate the Building Zone Regulations for ways to provide tools for energy conservation and the use of green energy, such as solar, geothermal and wind.

Create Green Municipal Facilities and Neighborhoods

Greenwich residents have indicated that they want an environmentally sound community.

Using natural and renewable products in building construction, reducing light pollution, reducing the amount of chemicals in lawn care and improving indoor air quality through non-Volatile Organic Compounds products are tools to reduce energy requirements and improve environmental quality.

DPW and DPR as well as the Board of Education need to use these techniques when building or improving Town-owned facilities.

Standards have been developed for environmentally responsible, sustainable developments and neighborhoods. These standards are also part of the Leadership in Energy and Environmental Design (LEED) program

The Planning and Zoning Commission will consider regulations to require green building certifications in accordance with the LEED program.

ACTIONS

- 6.23 Require that all new municipal construction projects use techniques to reduce energy requirements over the long-term with the use of Green Energy materials and Leadership in Energy and Environmental Design (LEED) program designs and materials.
- 6.24 Develop regulations to encourage or require the use of the LEED standard for new development in both the residential and business zones.

Address Educational Needs

Our public school system is one of Greenwich's most important community assets. The Board of Education operates 11 elementary schools (K-5), three middle schools (6-8), pre-school classes, one alternative high school, and one high school (9-12).

The Board is currently involved in a plan to upgrade and modernize all of the school facilities, since many of the buildings were last improved in the 1970's. This fifteen year plan started with the recently-completed renovation of the Hamilton Avenue School. The Glenville School is now under reconstruction.

Student enrollment is projected to decline from the 2003 peak. It is expected that enrollment will once again peak around 2025, although the BOE's current projections do not extend that far. Current economic conditions may create a temporary decline in private school enrollment and a consequent increase in public school students. Greenwich should improve existing school facilities and maintain enrollment capacity for the long-term.

Greenwich is fortunate to have many educational options, with private schools providing opportunities for almost 5,000 children, many of whom would be added to the overall enrollment in the public schools if these facilities were not available in Greenwich.

Most of these private schools have expanded their facilities and enrollments over the last 10 years, which indicates demand and need for private education in Greenwich. Private schools in Greenwich include Greenwich Academy, Brunswick, Greenwich Country Day, Whitby School, Convent of the Sacred Heart, Greenwich Catholic, Westchester-Fairfield Hebrew Academy, Greenwich Japanese School, Eagle Hill, and Stanwich School.

ACTIONS

- 6.25 Continue the long-term public school modernization and upgrade program. Incorporate green building and energy conservation elements in all upgrades and renovations.
- 6.26 Maintain school enrollment capacity for the long-term by:
 - acquiring land adjacent to existing schools for future expansion.
 - retaining school sites and buildings through periods of enrollment decline so that they can be redeployed for school use when needed.

Support Cultural and Social Community Facilities

Bruce Museum

The Bruce Museum is a Town owned museum that is operated by a non-profit association. This museum was established in 1908 when Robert Bruce bequeathed his home to the Town and stipulated that it be used as a Museum for the public.

In 1992 the Bruce undertook a complete renovation of its 139-year-old building. It is recognized as world-class and hosts over 100,000 visitors annually. This facility enhances the quality of life and Greenwich should continue to support the Museum.

Bush-Holley Historical Site

The Town's only other museum accredited by the American Association of Museums is Bush-Holley Historic Site, which is also the only National Historic Landmark in Greenwich and is privately owned by the Historical Society.

Bush-Holley Historic Site is visited by approximately 16,000 people annually and touches the lives of more than 7,000 young people through educational and arts programs. The facilities and the historic collections enhance the quality of life in Greenwich and its efforts would be supported.

Eastern Greenwich Civic Center

Starting in the fall of 2004 a group of private citizens quickly developed consensus that: the condition and utilization of the Eastern Greenwich Civic Center (EGCC) was deteriorating; that the previous initiatives failed; and that the Town's capital plans would likely limit the Town's ability to provide capital in the future.

The group concluded that a major private initiative was required to plan, design, fund, build and operate a new facility to replace the Center. Greenwich should support the efforts of the Greenwich Civic Center Committee (GCCC), a not-for-profit entity, as it develops and finalizes plans for a modern EGCC.

Educational Facilities Map

Legend

- Public Educational Facilities
- Private Educational Facilities
- Open Space
- Municipal Facility
- Water

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1 Miles

Bendheim Western Greenwich Civic Center

The Bendheim Western Greenwich Civic Center has recently undergone a complete renovation. The facility is used for all types of recreational activities for the Greenwich community. The Center is now on the National Register of Historic Places.

Senior Center

Greenwich currently provides Senior Center program space on Greenwich Avenue in the Old Town Hall building. The community is determining the types of programs and the amount of space needed for a Senior Center. Greenwich has a large senior population with 25 percent of the community currently aged 55 and older. This percentage is expected to rise to 30 percent in the coming years.

An analysis of the Greenwich Senior Center facility, conducted by the architecture firm of Perkins Eastman in the spring of 2008, indicates that there are a number of deficiencies within the existing Center and that renovations or expansion will require code compliance.

A second analysis of the Senior Center programming identified an increasing senior population, and the types of programs that younger seniors will want. Greenwich will have to determine how this can be accomplished.

Until the Board of Education studies are completed, the location of the future home and programs for the seniors cannot be determined and this issue must be addressed as part of the Downtown Master Plan.

Nathaniel Witherell

The Nathaniel Witherell is a Skilled Nursing Facility (SNF) and rehabilitation center that has been owned and operated on a not-for-profit basis by the Town of Greenwich for more than 100 years. There are only two town-owned skilled nursing facilities in Connecticut. Greenwich is the only community that also operates this type of facility. An approved long-term renovation and modernization project is moving forward.

Greenwich Libraries

The Greenwich Public Library has one main facility and two branches (Byram Shubert and Cos Cob). There is also the independent Perrot Memorial Library in Old Greenwich. Recent additions and improvements to the libraries have significantly enhanced services. At this time, the Greenwich

Library is second only to the Boston Public Library in circulation in New England. For the long-term, Greenwich should continue to support the libraries and work to forecast future needs.

Fire Department

The Greenwich Fire Department's goal is to provide a Town-wide four-minute response time and full assignment within eight minutes. The challenge is having adequate staff and locations to meet this goal. It will require balancing a number of community needs and objectives. The firefighting force is composed of both paid personnel and volunteers.

Greenwich should study how and where fire services are provided and whether the allocation of resources and equipment are appropriate for the community's needs and locations. It has been determined that a new fire station is needed on King Street and funding for this project should be provided (see item 4.31).

ACTIONS

- 6.27 Support the upgrades to the Nathaniel Witherell nursing home.
- 6.28 Continue to support the libraries, Bruce Museum and other Town-funded cultural facilities.
- 6.29 Study the delivery and management of fire services and facilities.

Continue to Support Other Community Organizations

Greenwich has many varied private organizations that provide services and community facilities for the Town. These organizations contribute to the overall quality of life in Greenwich and their efforts should be supported.

These community facilities and groups include, but are not limited to the United Way, Audubon Center, Boys and Girls Club, Greenwich Adult Day Care, Red Cross, YMCA, YWCA Kids in Crisis and many golf, tennis, polo and yacht clubs.

ACTIONS

- 6.30 Continue the policy of supporting other organizations that provide community facilities and services through public-private partnerships.

Overview

The recommendations of each of the preceding chapters can be combined to present an overall Future Land-use Plan for Greenwich.

The Future Land-use plan is a reflection of the stated goals, objectives and recommendations of the Plan, as well as an integration of the preceding elements of the Plan of Conservation and Development.

In essence the Future Land-use Plan is a statement of what Greenwich of tomorrow should look like.

While the Future Land-use Plan looks very similar in appearance to a zoning map, it should not be understood as such.

The Future Land-use Plan will serve to guide the Planning and Zoning Commission as it makes changes to the official Zoning Map.



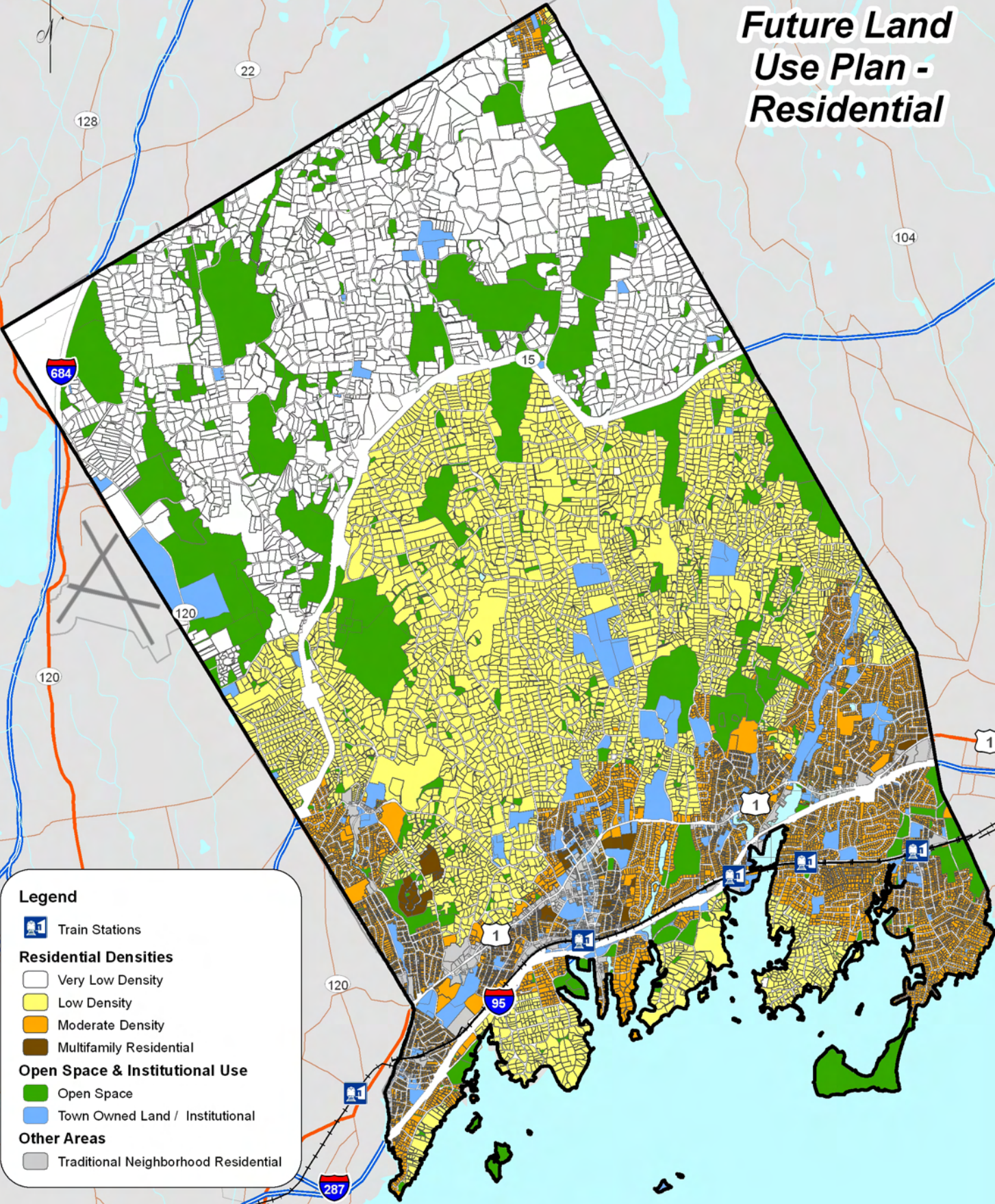
Descriptions of Future Land-use Categories

For Greenwich, there is both a Residential Future Land-use Plan and a Commercial Future Land-use Plan which identify the overall strategies.

These Future Land-use Plans contain the following categories:

Residential Areas	Developed areas used or intended for residential uses. <u>Map Legend</u> Very Low Density Residential Low Density Residential Moderate Density Residential Multi-family Residential
Business Areas	Developed areas used or intended for mixed-use residential, business or industrial uses. <u>Map Legend</u> Potential Traditional Neighborhood Residential (TNR) General Business Executive Office Business
Open Space	Areas with existing open space and greenway trails. <u>Map Legend</u> Existing Open Space (The Open Space Plan shall be the controlling document)
Community / Institutional	Existing uses that will help meet community needs. <u>Map Legend</u> Existing Town-owned Land / Institutional Facilities
Natural Resource Constraints	Areas with natural resource protection are a priority of the Plan of Conservation and Development. These resources are depicted in earlier maps. <u>Map Legend</u> 100-Year Coastal Flood zone Natural Resource Constraints Water Resources Coastal Zone

Future Land Use Plan - Residential



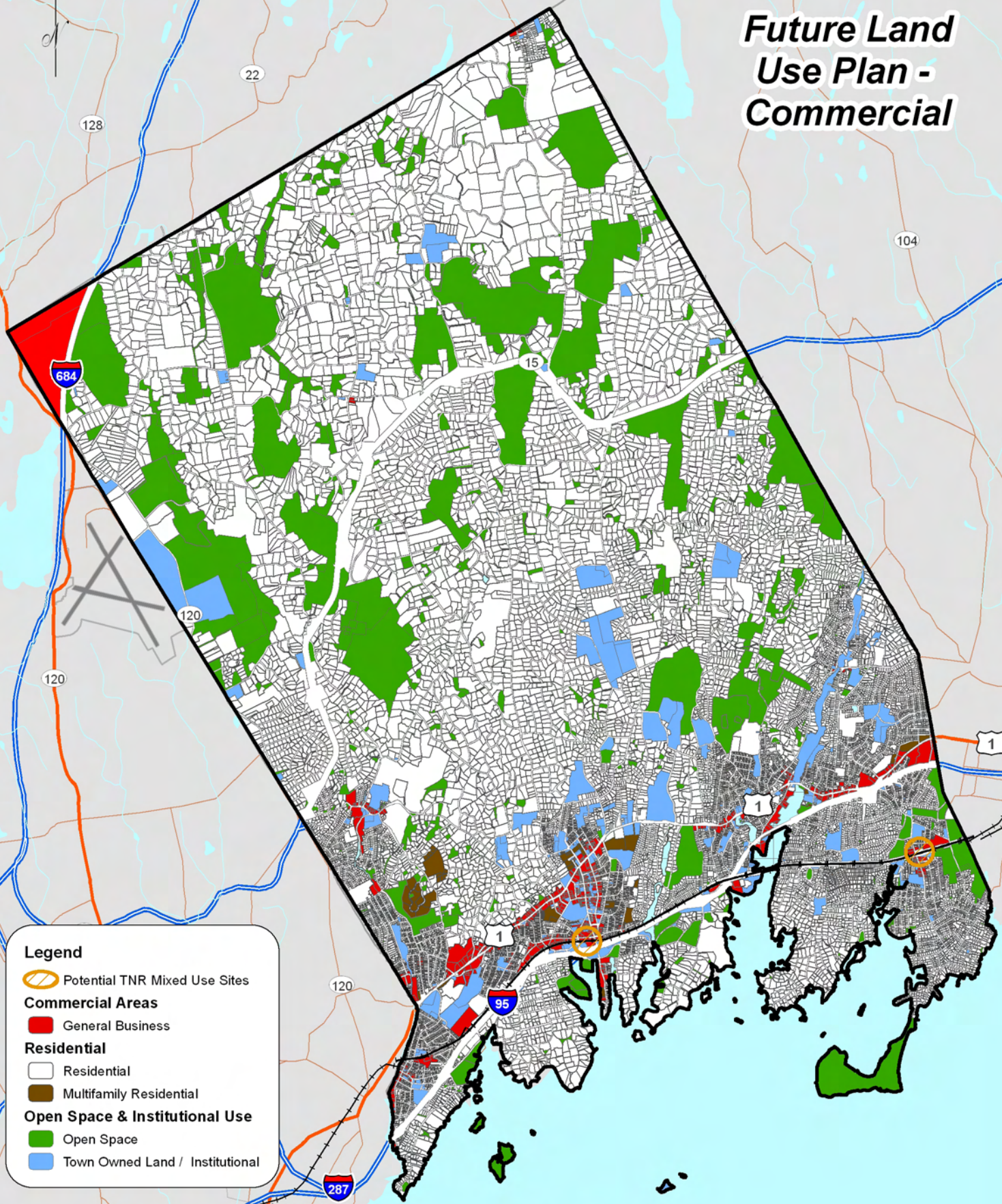
Legend

- Train Stations
- Residential Densities**
 - Very Low Density
 - Low Density
 - Moderate Density
 - Multifamily Residential
- Open Space & Institutional Use**
 - Open Space
 - Town Owned Land / Institutional
- Other Areas**
 - Traditional Neighborhood Residential

GIS data supplied by the Town of Greenwich Geographic Information System. This map was produced from the Town of Greenwich Geographic Information System. The data depicted hereon is for planning purposes only, and is not intended for site-specific analysis. The Town does not certify this data as survey accurate, and expressly disclaims any liability that may result from the use of this map. Aerial: 4/15/03. Map: 24 April 2009.

1 Miles

Future Land Use Plan - Commercial



Legend

- Potential TNR Mixed Use Sites
- Commercial Areas**
 - General Business
- Residential**
 - Residential
 - Multifamily Residential
- Open Space & Institutional Use**
 - Open Space
 - Town Owned Land / Institutional

GIS data supplied by the Town of Greenwich Geographic Information System. This map was produced from the Town of Greenwich Geographic Information System. The data depicted hereon is for planning purposes only, and is not intended for site-specific analysis. The Town does not certify this data as survey accurate, and expressly disclaims any liability that may result from the use of this map. Aerial: 4/15/03. Map: 24 April 2009.

1 Miles

Consistency with State and Regional Plans

In accordance with CGS 8-23, the Future Land-use Plan was compared to State and regional plans and was found to be generally consistent with both the State Conservation and Development Policies Plan and the South Western Regional Planning Agency (SWRPA) Regional Plan of Conservation and Development (note that the Regional Plan has the same map and classifications as the State Plan).

On February 2, 2009, SWRPA issued a finding that the Plan is not inconsistent with the Regional Plan.

All three plans:

- identify natural resource, open space, aquifer and historic areas for conservation and preservation , and
- identify desirable development densities based on the existing zoning designations of these areas.

Any inconsistencies can be generally attributed to:

- Difference in definitions of desirable uses or development densities, local (as opposed to State or regional) desires about how Greenwich should grow and change in the coming years, or
- The fact that the State and Regional Plans make policy recommendations for relative intensity and environmental sensitivity while this plan suggests specific land-use types.

Consistency With Growth Principles of the State Plan of Conservation and Development

In accordance with Connecticut General Statutes Section 8-23, the Plan of Conservation and Development has been evaluated for consistency with Statewide growth management principles.

Principle 1

Redevelop and revitalize regional centers and areas of mixed land-uses with existing or planned physical infrastructure.

Greenwich does not have any area designated as a regional center nor does it desire to have one. The Plan does promote areas of mixed land-uses in Downtown, in various village centers and along Route 1.

Each of these areas contains existing physical infrastructure that has adequate capacity for the types of development encouraged by the Plan.

Overall the concept of encouraging mixed-use centers that have adequate infrastructure is a key element of the Plan.

Principle 2

Expand housing opportunities and design choices to accommodate a variety of household types and needs.

The Plan recommends a number of strategies to expand housing opportunities and types to accommodate a variety of households.

In particular the Plan recommends that Greenwich:

- diversify the range of housing types available in the community to address the housing needs of an aging population and a trend towards smaller households, and
- implement a variety of strategies to promote housing.

Principle 3

Concentrate development around transportation nodes and along major transportation corridors to support the viability of transportation options and land reuse.

The Plan promotes the integration of land-uses in Greenwich with the transportation nodes and transit corridors in the community. Greenwich is very fortunate to have train stations on the Metro-North rail corridor, in addition to local bus service.

The Plan promotes development in Downtown, around the train stations and along Route 1 in accordance with the availability of transit in these areas.

Principle 4

Conserve and restore the natural environment, cultural and historical resources, and traditional rural lands.

The Plan of Conservation and Development contains a chapter which identifies strategies to:

- enhance the health of the environment, and
- enhance community character.

These strategies will help conserve and restore the natural environment, cultural and historical resources.

Principle 5

Protect environmental assets critical to public health and safety.

The Plan of Conservation and Development also contains recommendations to protect environmental assets critical to public health and safety.

These include goals, policies and objectives to protect water quality and quantity, preserve floodplain areas, renovate storm water discharges, minimize runoff, and other similar strategies.

Principle 6

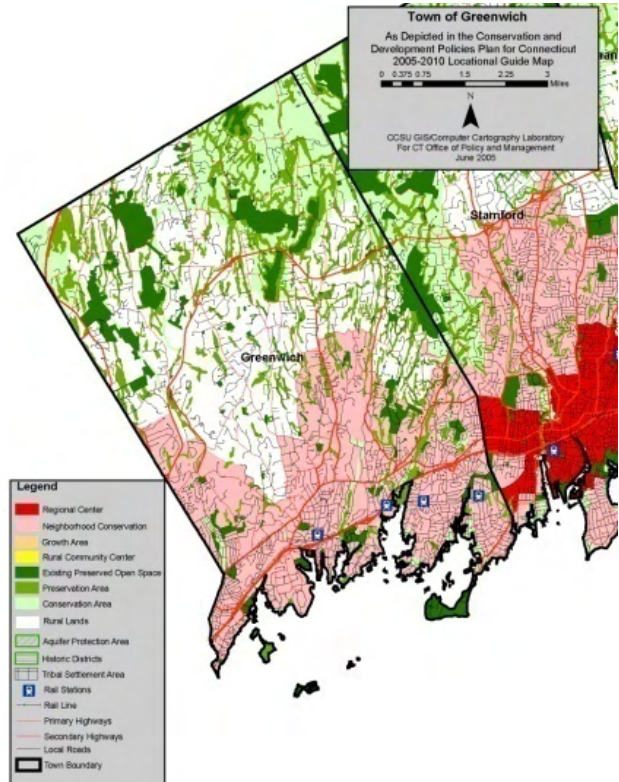
Integrate planning across all levels of government to address issues on a local, regional, and Statewide basis.

The Plan of Conservation and Development is part of the process of integrating planning with other levels of government and with other agencies.

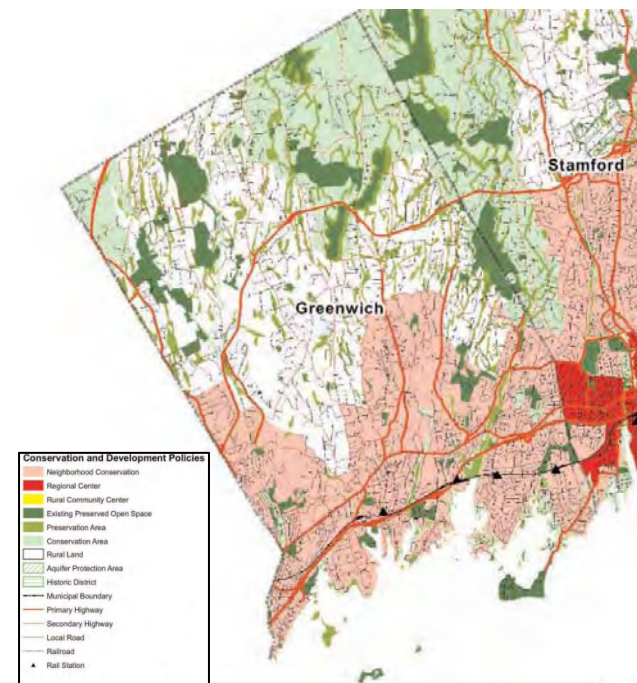
The Plan will be used to coordinate efforts with:

- adjacent communities,
- regional organizations, and
- State agencies.

State of Connecticut Conservation and Development Policies Plan



South Western Regional Planning Agency Plan of Conservation and Development



Plan Implementation

Implementation of the Plan is an ongoing process. While some recommendations can be carried out in a relatively short period of time, others may be realized only by the end of the planning period or beyond.

Some recommendations may involve additional study or a commitment of substantial financial resources. Their implementation may take place over several years or occur in stages.

Planning and Zoning Commission Implementation Responsibilities

P&Z recognizes its responsibility as the central land-use planning authority. Although it recommends specific actions to various committees, departments and Selectmen, P&Z recognizes that these agencies must report to P&Z for any final action on land-use planning issues which require approval by the Planning and Zoning Commission. The Commission retains the authority to independently review any recommendations and must render a final decision on all recommendations.

Responsibility for actions is diffused among the land-use organizations plus the Selectmen. The implementation of the majority of the action items falls to five Town departments and boards.

- Department of Public Works – 38,
- Department of Parks and Recreation – 16
- Planning and Zoning Commission – 30
- Conservation Commission – 10, and
- First Selectman – 4.

Plan Implementation Committee

A plan that is only updated once every ten years can be silent on emerging issues, trends, and current policy objectives, which could lead to conflicts in land-use decisions or missed opportunities.

The Plan recommends the establishment of a Plan Implementation Committee (PIC) within 90 days of the adoption and approval of the Plan of Conservation and Development by the Representative Town Meeting (RTM). The PIC would be chaired by the First Selectman with representatives from the Planning and Zoning Commission, Board of Estimate and Taxation, the RTM, Town departments, boards and others deemed appropriate.

The PIC would prioritize the action items in the Implementation Action Plan and assign the responsibilities to the appropriate agencies creating a timetable for completion. This Committee could also be involved in the development of priorities for projects included in the long-term CIP.

The PIC could use implementation schedules to guide the ongoing implementation and assessment of specific elements of the Plan. The PIC should identify projects that are ready for implementation in the fiscal year 2010- 2011 and establish dates for these projects to be completed.

The PIC shall meet four times a year to establish priorities and guide implementation of the Plan's recommendations. In addition the Committee could assess the status of specific recommendations, establish new priorities, and suggest new implementation techniques.

The PIC should submit a status report to the RTM and Planning and Zoning Commission on an annual basis. This Committee should also hold annual public information meetings to gather comments from the general population on the progress of the Implementation Action Plan. Current economic conditions may have implications for Greenwich which will affect budgeting, project implementation, the capital improvement program and other areas.

Use of the Plan

The Plan is an advisory document. Its goals and objectives should be the basis for land-use decisions by the Boards and Commissions (P&Z, IWWCA and CC). All land-use proposals should be measured and evaluated in terms of the Plan and its various elements.

The Plan is not a static document that can only be amended every ten years. It is becoming increasingly more difficult to anticipate change during a ten year time frame.

If dramatic change alters a premise on which recommended strategies are based, or creates unanticipated issues, P&Z with RTM approval can make interim amendments to address these changes.

In addition land-use agencies will continue to meet regularly and an annual review and update of these actions will be undertaken by the Departments of Parks and Recreation, Public Works, Conservation Commission, Health, Inland Wetland and Watercourses Agency and Planning and Zoning Commission.

Action on the Plan

Many action items being assigned will require resources such as budgets and staff to accomplish them. This POCD cannot control budgets and manpower resources which are under the control of other Town organizations. For some action items it will be incumbent upon the appropriate departments to seek approval from the First Selectman, the BET and/or the RTM for effective implementation.

For each of the strategic recommendations in this Plan, primary responsible agents have been cited, plus additional authorities or departments as necessary to assist in the implementation.

Where an action item is listed in the Implementation Action Plan the responsible agencies, departments and boards have agreed with these recommendations.

The Capital Improvement Program

The Town can ensure that the recommendations are carried out. One avenue is through the Capital Improvement Program (CIP). This is an effective tool to measure performance and timing of implementation and priorities.

The Planning and Zoning Commission is aware of and sensitive to the RTM Resolutions of 2006 and 2007. As noted, many recommendations require integration into the Town's Capital Improvement Program and will require alterations in the annual operating budget as well.

For example the implementation of a master plan for the transfer station is a capital item. Other recommendations fit into the annual operations budget, such as the possible position of a Transportation Planner/Manager.

The CIP Committee is an extension of the Office of the First Selectman and provides him with input in the development of his operating and capital budgets.

Discussions on the CIP projects and relative priorities encompass land-use agencies and other Town boards. Execution of recommendations, if approved, require financial analyses as part of capital and annual budget review and approval by the Board of Estimate and Taxation.

The Board of Estimate and Taxation (BET) reviews priority projects and those of the highest priority will require financial data from the appropriate department for formal subsequent submission to the RTM.

Because most recommendations are not the direct responsibility of the Planning and Zoning Commission the Plan indicates specific departments that have primary responsibility for the recommended actions.

Other agencies have been identified to assist with certain recommendations, but the primary agency should be the lead.

Current Projects

The following is a working list of projects that are in the Capital Improvement Program. These projects have been identified as activities that will support community goals identified in the Plan of Conservation and Development:

- Stormwater Master Plan
- Glenville School Modernization
- Cos Cob Power Plant Remediation
- Dredging of Cos Cob Harbor and Mianus River,
- Asbestos and lead abatement projects
- Nathaniel Witherell
- Byram Pool
- Auditorium and music rooms at Greenwich High School
- Temporary classrooms for school modernization
- Byram Master Plan
- Board of Education Office Space
- Town Hall Office Space
- Eastern Greenwich Civic Center
- Holly Hill Master Plan
- Byram Fire Station Upgrade
- Hamill Rink Improvements
- Greenwich Point Harbor, and Byram Marina
- Bridge Repair and Replacement Projects (Riversville, Balliwick, Sherwood, John Street, Mill Street and Field Point)
- Truck Washing Facility

Potential Capital Improvement Projects Summary from POCD

1. Support upgrades to the Town's Nathaniel Witherell Nursing Home: BET
2. Provide funding over the long-term for all the Town's libraries, Bruce Museum and other cultural facilities: BET
3. Continue the long-term school modernization and upgrading using green building and energy conservation elements: BOE/DPW
4. Maintain school enrollment capacity for the long-term. BOE/DPW
5. Acquire land adjacent to existing schools for future expansion: DPW
6. Require that all new municipal construction projects use green energy techniques and reduce energy requirements over the long-term: DPW
7. Update the field inventory and uses and develop recommendations for maintenance and long-term improvements and uses: DPR
8. Assess vulnerability of the sewer infra-structure due to age and develop a long-term plan for funding replacements: DPW
9. Create the Cos Cob Power Plant Park: DPW/BET
10. Create adequate and functional space to meet the future needs of the Town's seniors: COA/DPW
11. Create a master plan for the Holly Hill Resource Recovery Center and provide an extensive recycling program: DPW
12. Continue to plan and fund for long-term highway and fleet maintenance needs: DPW
13. Complete the Public Safety Complex and improve the emergency communications systems: DPW
14. Assign the maintenance of school facilities to the DPW: BOS/BET/DPW
15. Develop long-term plans for Board of Education administrative offices. BOE/DPW

16. Maintain and develop adequate sidewalk systems, especially along busy roads, around schools and near the railroad stations: DPW
17. Evaluate and implement the recommendations in the Bicycle Master Plan: Provide adequate amount of bicycle racks at municipal facilities, train stations, schools, multi-family developments and in business areas: DPW
18. Implement small adjustments at intersections and along major arteries to allow additional traffic capacity where appropriate as recommended by the Fuss and O'Neil Study: DPW
19. Implement traffic controls and pedestrian and bicyclist safety improvements on roads that meet Town standards: DPW
20. Evaluate whether sidewalks, bike paths or traffic-calming is needed and make the appropriate improvements: DPW
21. Develop stronger pedestrian connections and traffic controls along main transportation routes for access to local businesses, Glenville School and Bendheim Western Greenwich Civic Center: DPW
22. Implement the Byram Comprehensive Plan by providing funding for the Plan's recommendations over the next 10 years: DPW/DPR
23. Improve pedestrian connections and traffic-calming to and from the business center, school, parks and library of Old Greenwich: DPW
24. Replace or rehabilitate the Eastern Greenwich Civic Center: DPW/DPR
25. Evaluate existing traffic flows and road designs and explore re-designs for US Route 1 with the Connecticut Department of Transportation: DPW
26. Create stronger pedestrian connections and/or bicycle links from the train station to the Cos Cob Hub: DPW
27. Review the existing floodways and flooding conditions along Bible Street to see what improvements could be done on a cost-benefit basis: DPW
28. Plant a large number of public trees: DPR/TW
29. Relocate Town maintenance facilities from waterfront sites: DPW
30. Work with Aquarion Water Company to encourage appropriate water line extensions to meet fire protection needs: FD
31. Work with the Army Corps of Engineers to address flood-prone areas, such as the Route 1 bridge, Byram and Pemberwick: DPW
32. Evaluate stormwater funding options to pay for needed stormwater improvements: DPW
33. Redevelop Byram Pool: DPR
34. Upgrade Dorothy Hamill Skating Rink: DPR
35. Replace ferries as needed and evaluate services: DPR
36. Construct a new firehouse on Upper King Street near the Griff Harris Golf Course.-DPW/FD

See page 67 for a list of organizations

Implementation Action Plan

LEGEND	
Organization with Primary Responsibility (bold)	
Organization (s) to Provide Assistance	
Project	Agency(ies)
<p>AO – Assessor’s Office ARC – Architectural Review Committee BET – Board of Estimate and Taxation BOE – Board of Education BOS – Board of Selectmen CC – Conservation Commission COA – Commission on Aging COC – Chamber of Commerce CRAC – Coastal Resources Advisory Committee DPR – Department of Parks and Recreation DPS – Department of Parking Services DPW – Department of Public Works EMT – Energy Management Team FD – Fire Department FECB – Flood and Erosion Control Board FMD – Fleet Management Department FS- First Selectman GIS – Geographic Information System HD – Health Department HDC – Historic District Commission HATG – Housing Authority of the Town of Greenwich HCDO – Housing and Community Development Office (proposed) HTF – Housing Task Force (proposed) HM- Harbor Master HMC – Harbor Management Commission (proposed) HSTG – Historical Society of the Town of Greenwich IWWCA – Inland Wetland and Watercourse Agency PD – Police Department P&Z – Planning and Zoning Commission RTM – Representative Town Meeting SC – Shellfish Commission STPC – Selectman’s Town Property Committee (proposed) TP – Transportation Planner TW – Tree Warden UW – United Way</p>	

Address Flooding and Stormwater Management – Page 4

ACTION	WHO
1.1 The First Selectman and the Flood & Erosion Control board should coordinate all Town agencies’ efforts to develop plans addressing flooding in various parts of Town.	FECB FS
1.2 Per NPDES requirements Per NPDES requirements develop comprehensive stormwater management plans, policies and solutions to address flooding in the six watershed areas..	FECB DPW
1.3 Work with the Army Corps of Engineers to address flood-prone areas such as the Route 1 Bridge, Byram River and Pemberwick.	DPW

ACTION	WHO
1.4 To reduce and manage runoff, establish regulations to limit impervious lot coverage and reduce site hydrology for all new construction on residential properties.	P&Z
1.5 Update flood regulations to ensure redevelopment in flood and coastal zones meets Federal Emergency Management Agency (FEMA) standards without variances.	P&Z
1.6 Evaluate whether the Town should participate in the Community Rating System program.	FECB DPW
1.7 Evaluate stormwater funding options to pay for needed storm-water improvements.	FECB DPW

Protect Surface and Ground Water Quality and Maintain an Adequate Water Supply – Page 5

1.8 Continue to acquire open space where appropriate to protect water resource areas in order to assure continued supply of surface and ground water.	CC
1.9 Develop plans to protect water quality in Town watersheds using low impact and best management practices.	DPW CC
1.10 Evaluate potential sources of water contamination to determine if water quality can be restored before it enters waterbodies.	DPW CC
1.11 Continue to update the Drought Management Plan and Ordinance to reflect current conditions in accordance with State statutes.	CC
1.12 Implement Department of Health recommendations for septic system maintenance and require submission of septic clean-out receipts to the Department.	HD
1.13 Continue rigorous separation of development activities from regulated wetlands and water-courses.	IWWCA
1.14 Review and implement land-use policies based on concerns raised in the USGS Water Study.	CC

Provide Waterway Management – Page 6

ACTION	WHO
1.15 The Coastal Resources Advisory Committee and/or the Harbor Management Commission will conduct a harbor management analysis to develop a Harbor Management Plan.	HM CRAC
1.16 Board of Selectmen should consider establishing a Harbor Management Commission.	BOS
1.17 Work with the ACOE and the States of New York and Connecticut to identify and clarify riparian rights along both the Port Chester and Greenwich riverfronts.	DPR HM IWWCA
1.18 The Coastal Resources Advisory Committee shall develop plans and seek public and private funds to dredge Cos Cob Harbor, Byram River and Greenwich Point that reflect individual conditions.	CRAC

Coordinate Waterfront Development – Page 8

1.19 Continue to protect water-dependent and water related land-use activities.	P&Z
1.20 Consider modifying the WB zoning designation into three areas: River Road, Steamboat Road and Byram.	P&Z

Improve Coastal Water Quality – Page 8

1.21 Encourage all marinas to seek and obtain the Clean Marina certification.	CC CRAC
1.22 Continue to provide water quality education programs.	CC
1.23 Evaluate Tidal Wetlands on Town properties and restore them as needed.	IWWCA CC
1.24 Shellfish Commission should maintain the quality and quantity of the shellfish beds and encourage continuation of the shellfishing industry	SC
1.25 Work with the Connecticut Departments of Transportation and Environmental Protection to address the I-95 and other State roads storm water discharge into coastal waters, particularly along Strickland and River roads.	DPW

Create Additional Coastal Public Access – Page 9

ACTION	WHO
1.26 Evaluate and fund the relocation of Town maintenance facilities from waterfront sites.	DPW
1.27 Adopt the public access design standards in the <i>Waterfront Access Planning and Design Study</i> .	PZC
1.28 Continue to expand opportunities for water- dependent land-use activities and public access points along coastal areas.	PZC

Preserve Existing Topography – Page 9

1.29 Adopt regulations to require a special permit for applications involving regrading of more than 50 percent of the property.	PZC DPW
1.30 Consider regulations to prevent significant grade alterations, provide standards for construction on slopes of over 25 percent and limit the height of retaining walls.	PZC
1.31 Consider requiring all excavation activities to provide a Soil Erosion and Sedimentation Control Plan, and Grading and Drainage plans. Provide increased inspections to certify compliance.	PZC DPW
1.32 Update the Excavation and Fill Ordinance for RTM approval.	DPW
1.33 Land-use agencies should review the extensive manipulation of existing topography by the use of grade plane walls.	PZC

Protect Natural and Biologic Resources – Page 10

1.34 Coordinate and update the comprehensive inventory and assessment of natural resources and publish this document for public and private agencies to utilize when making land-use decisions.	CC PZC IWWCA
1.35 Encourage the use of native plant species in compliance with State law.	CC
1.36 Provide for continued habitat and wildlife management on Town-owned properties.	DPR CC

Plant Trees, Shrubs and Vegetation – Page 12

ACTION	WHO
1.37 Update the Historic and Significant Tree Study.	DPR
1.38 Enact a tree ordinance for public properties and consider accepting conservation easements for areas with mature or specimen trees on private properties.	BOS RTM
1.39 Work with State legislators to develop new legislation, if needed, allowing towns and cities to create regulations to protect trees on private property.	CC
1.40 Encourage the use of conservation easements for areas with mature or specimen trees.	PZC
1.41 Conduct an inventory of tree coverage, to allow for analysis of cleared areas.	CC
1.42 Plant a large number of trees on public property in the next ten years.	DPR TW
1.43 Revise the subdivision regulations to require that more than two trees to remain on the property if they are greater than 12 inches in diameter at breast height.	PZC RTM

Update and Implement the 2002 Open Space Plan – Page 14

1.44 Review land-use regulations to consider allowing dedication of off-site open space as part of any development.	PZC
1.45 Review and revise regulations to encourage residential conservation zoning to increase open space.	PZC CC
1.46 Continue developing management plans for Town-owned lands.	DPR CC
1.47 Update the inventory and database of open space, including easements, and the 2002 Open Space Plan and Map.	PZC CC
1.48 Evaluate opportunities to create greenbelt connections through open space set-asides of subdivisions and private and public agencies purchases of available lands.	PZC
1.49 Explore creating an open space fund to accept donations of private lands and financial contributions.	BOS
1.50 Encourage the preservation of existing working farms.	CC
1.51 Implement the 1990 Grass Island Master Plan.	PZC CC

Protect Prehistoric, Historic and Cultural Resources – Page 18

ACTION	WHO
2.1 The Assessor’s Office should note on their field cards information about the historic status of properties and structures.	AO HDC
2.2 Professional staff support is needed for the Historic District Commission.	HDC
2.3 The Conservation Commission should continue to update the inventory of the Town’s archeological resources.	CC
2.4 The Historic District Commission should develop Town standards for historic buildings using the National Register standards for buildings built before 1940.	HDC
2.5 The Board of Selectmen should participate in the Certified Local Government Program.	BOS HDC
2.6 The Town should work with the HSTG to update and complete the Architectural and Historic Resource Inventory for all of Greenwich.	P&Z

Protect Scenic Resources – Page 18

2.7 Create an inventory and map of scenic resources and suggest new roads for Scenic Road designation.	HDC CC
2.8 Develop a Scenic Road signage program.	HDC

Protect Residential Properties – Page 20

3.1 Monitor residential build-out and develop new land-use regulations to preserve traditional development patterns.	P&Z
3.2 Require a special permit for new and converted two-family housing.	P&Z
3.3 Consider possible subzones to the R-6 zone to reflect unique neighborhood development patterns.	P&Z

Reinforce the Traditional Development Patterns – Page 21

3.4 The First Selectman should establish a housing committee to evaluate opportunities for development on Town-owned land in Downtown and along the Post Road.	FS
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Protect Subsidized Housing – Page 22

ACTION	WHO
3.5 Reexamine land-use regulations to allow for additional development flexibility in the townhouse and neighborhood zones without changing the traditional land-use pattern.	P&Z
3.6 HATG should partner with public and private groups and agencies to provide subsidized housing.	HATG
3.7 Encourage subsidized housing in areas that are served by transit and owned by HATG.	HATG

Address Affordable Housing – Page 23

3.8 Establish a Housing Taskforce to review current types of housing supply and demand, to perform additional planning working with other public and private agencies and recommend new strategies.	BOS
3.9 Encourage increased utilization of the existing affordable accessory apartment regulation, including the use of accessory buildings where appropriate.	P&Z COA
3.10 Work with State legislators to modify Section 8-30g to use the median income of the Metropolitan Statistical Area (MSA) of Stamford-Norwalk, not the State median income which is too low for this area.	PZC BOS

Address Moderate Income Housing – Page 23

3.11 Consider zoning regulations to require a percentage of multi-family development units as moderate income housing.	P&Z
3.12 Encourage affordable and moderate income housing in areas served by transit.	P&Z
3.13 Review BZR Section 6-110(g) Moderate Income Housing section to determine if incentives and restrictions are adequate to encourage development of moderate cost housing.	P&Z COA
3.14 The Board of Selectmen should consider establishing a housing section in the current Community Development Office.	BOS

Provide for Senior Housing Needs – Page 24

ACTION	WHO
3.15 Develop partnerships between and among social service agencies to expand “age in place.”	COA
3.16 Update the range of housing choices available.	COA- HATG
3.17 Upgrade the various elderly housing developments as needed.	HATG
3.18 Promote the use of elderly accessory apartments and review the current Building Zone Regulations to provide more flexibility for creation or conversion.	P&Z COA

Address Other Housing Issues – Page 24

3.19 Consider revising existing Building Zone Regulations to allow, or require affordable and moderate income housing where appropriate in areas served by transit (bus routes and train stations).	P&Z
3.20 Develop a strategy for housing enforcement.	FS
3.21 Review the Building Zone Regulations to determine if the desired housing types and patterns are being properly addressed for Town needs.	P&Z

Preserve and Maintain the Viability of Downtown – Page 28

4.1 Continue to promote business, social, civic and cultural activities to maintain residential and economic vitality in Downtown.	COC
4.2 Examine the build-out potential to determine where additional development may occur and how to influence this growth.	P&Z
4.3 A Downtown Study Committee should be chaired by the First Selectman with representatives from the appropriate Town departments, P&Z, RTM, residents and business owners to develop a master plan for Downtown by 2011, based on future build-out potential. It should address parking, traffic congestion, pedestrian safety, housing, cultural activities, the highest and best use of Town properties and the possible creation of a Special Services District. This Committee will report to P&Z, the RTM and BET and hearings will be held to take input from the public.	FS

**Protect and Preserve the Larger Villages and Neighborhoods –
Cos Cob – Page 30**

ACTION	WHO
4.4 Create a village plan based on future build-out analysis and explore using the Village District as a tool to manage land-use and building design.	P&Z
4.5 Review potential for additional mixed-use development (commercial and residential) along the Post Road.	P&Z
4.6 Evaluate existing traffic flows and road designs and explore re-designs for US Route 1 with the Connecticut Department of Transportation.	DPW
4.7 Create a stronger pedestrian and bicycle link from the train station to the Hub and other activity centers, such as the Cos Cob Power Plant Park.	DPW
4.8 Encourage more passive and active recreational uses in open space areas within walking distances of homes, school and businesses.	DPR
4.9 Review the existing floodways and flooding conditions along Strickland Brook to see what improvements can be done on a cost benefit basis.	FECB DPW

**Protect and Preserve the Larger Villages and Neighborhoods –
Old Greenwich – Page 32**

4.10 Create a village plan.	P&Z
4.11 Improve pedestrian and bicycle connections within the village and address traffic and parking issues in and around the train station, business area, schools, parks and library.	DPW
4.12 Find ways to protect neighborhood-oriented small businesses.	DPW
4.13 Evaluate properties abutting the Railroad for development as mixed-uses with housing.	P&Z
4.14 Rebuild or redevelop the Eastern Greenwich Civic Center.	DPW DPR

ACTION

WHO

4.15 The Flood and Erosion Control Board should address flooding issues in Old Greenwich.	FECB
4.16 When redevelopment of residences occurs in the flood and coastal zones they should be required to meet all Federal Emergency Management Agency (FEMA) flood standards without obtaining a variance.	P&Z

**Protect and Preserve the Larger Villages and Neighborhoods –
Byram – Page 34**

4.17 Implement the Byram Comprehensive Plan by providing funding for the recommendations in that plan.	BET
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**Protect and Preserve the Larger Villages and Neighborhoods –
Glenville – Page 36**

4.18 Create a village plan.	P&Z
4.19 Develop stronger pedestrian connection and traffic controls along main transportation routes for access to local businesses, Glenville School and the Bendheim Western Greenwich Civic Center.	DPW
4.20 Explore using the Village District tool to promote the preservation of historic structures through the management of land-use and building design.	HDC P&Z

Protect the Small Villages – Page 39

4.21 Enhance gateways to help define the small villages and strengthen the sense of place.	ARC DPR
4.22 Consider creating Village Districts or local historic districts.	HDC
4.23 The Architectural Review Committee working with the Historic District Commission should create design guidelines that encourage the unique attributes of each village.	ARC HDC
4.24 Encourage small neighborhood-oriented businesses.	P&Z
4.25 Evaluate whether sidewalks, bike paths and/or traffic controls are needed and make the appropriate improvements.	DPW

ACTION	WHO
<p>4.26 Reinforce the neighborhood village concepts by:</p> <ul style="list-style-type: none"> • keeping and encouraging neighborhood cultural and historic structures and properties, • retaining neighborhood schools, libraries, playgrounds, fields, waterfront parks, • retaining local neighborhood retail and office establishments, • retaining fire stations, civic centers and religious institutions-all of which provide a sense of history and cultural place. 	P&Z

Enhance Putnam Avenue – Page 40

<p>4.27 Encourage pedestrian-friendly mixed-use redevelopment, including mixed types of housing.</p>	P&Z
<p>4.28 Conduct a study of land-use and traffic issues to see where improvements can be made by reducing the number of curb cuts.</p>	DPW

Monitor Changes Along King Street – Page 40

<p>4.29 Continue to participate in a regional dialogue about the future function and role of King Street to serve all communities.</p>	BOS
<p>4.30 Develop a strategy and seek funding to encourage new and expanded transit and van pooling to institutions and businesses in the area and to the Westchester County Airport to minimize traffic and enhance transportation options.</p>	BOS COC
<p>4.31 Funding for the new fire station on King Street should be provided.</p>	FD FS BET

Address Transportation and Traffic Needs – Page 43

<p>5.1 Hire a Traffic/Transit Transportation Planner/ Manager and fund long-term transportation improvements and set road, rail, bicycle, pedestrian and transit priorities and goals..</p>	DPW
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Address Transportation and Traffic Needs – Page 43

ACTION	WHO
<p>5.2 Implement traffic controls and pedestrian and bicyclist safety improvements on roads that meet the Town standards, especially near schools.</p>	DPW
<p>5.3 Appoint a parking and transportation committee (similar to the sidewalk committee) to provide guidelines for traffic and transit improvements Town-wide.</p>	FS
<p>5.4 Implement small adjustments to allow additional traffic capacity where appropriate, as recommended in the Fuss and O’Neil report.</p>	DPW
<p>5.5 Study important intersections to determine if improvements can be made.</p>	DPW
<p>5.6 Develop an access management strategy along main traffic routes and update the 2003 Traffic Management Study.</p>	DPW

Address Parking Needs – Page 43

<p>5.7 Evaluate adequacy of parking at the rail stations, Town-owned lots and village areas.</p>	DPS
<p>5.8 Update the Downtown Parking Study based on build-out projections.</p>	DPS

Promote Transit – Page 44

<p>5.9 Work with current transit providers to develop a pilot project to extend hours of operation and shuttle services within Downtown and to businesses in the Town.</p>	TP P&Z
<p>5.10 Consider ways to create additional incentives to use transit.</p>	TP P&Z

Create Additional Bicycle Facilities – Page 44

<p>5.11 Evaluate, fund and implement the recommendations in the Bicycle Master Plan, where feasible.</p>	DPR
<p>5.12 Provide bicycle racks at businesses, municipal facilities, train stations, schools and multi-family residences.</p>	DPR DPW

Enhance Sidewalks and Pedestrian Safety – Page 46

ACTION	WHO
5.13 Maintain and enhance the sidewalk system in Greenwich, especially along busy roads, around schools and near the railroad stations.	DPW
5.14 Consider adjusting sidewalk design standards to fit local neighborhoods.	DPW

Monitor Airport Expansion and Flight Paths – Page 46

5.15 Continue to maintain the limits on the number of flights and passengers under the agreement and monitor activities at Westchester Airport. Develop joint positions with neighboring communities regarding flight paths, hours of operation, etc. through the Greenwich Westchester Task Force and local and Congressional officials from both states.	BOS
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Address Town Facility Management and Needs – Page 49

6.1 Complete the Public Safety Complex and improve emergency communications.	DPW
6.2 Evaluate present conditions and maintenance needs of all Town facilities and develop master plans for long-term maintenance.	DPW
6.3 Assign the maintenance of school buildings to the DPW with adequate funding and manpower.	BET
6.4 Continue to update the recreational fields inventory and the Parks Master Plans.	DPR
6.5 Utilize the Capital Improvement Program for long-term financial programming of Town facilities	BET
6.6 Create the Cos Cob Power Plant Park	DPW DPR
6.7 Perform a space needs analysis for all Town Hall departments and use digital imagine to increase document retrieval and reduce physical storage needs.	DPW IT
6.8 Create additional space for senior programs.	COA DPW
6.9 Create a Master Plan for the Holly Hill Resource Recovery Center and provide an extensive recycling program.	DPW

ACTION

WHO

6.10 The First Selectman should re-establish a Town properties committee to evaluate Town assets and develop long-term plans for their highest and best use.	BOS DPW
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Maintain Sewer Infrastructure – Page 50

6.11 Evaluate the sewer service boundary and sewer capacity to meet long-term needs while conforming to the State’s Conservation and Development Policies Plan.	DPW
6.12 Consider revising the sewer connection fee structure and creating a user fee system.	DPW
6.13 Assess vulnerability of the sewer infrastructure due to age and develop a long-term plan to fund updates to the system.	DPW

Enhance Town Recreational Facilities – Page 52

6.14 Update the field inventory and uses to develop recommendations for maintenance and long-term improvements.	DPR
6.15 Scrutinize activities that would reduce the field inventory.	DPR
6.16 Identify and develop locations which can increase the inventory of multi-use recreational playing fields.	DPR
6.17 Implement the organic turf program on all Town public school playing fields and parks.	DPW DPR BOE
6.18 Continue to review funding and update marina services and facilities for needed improvements.	DPR CRAC

Conserve Energy and Become a Green Leader – Page 53

ACTION	WHO
6.19 Evaluate whether the Town should participate in the Clean Energy Fund and join the ICLEI Cities for Climate Protection campaign.	EMT
6.20 Implement the recommendations of the energy resolution through the newly created Energy Management Team.	EMT
6.21 Conduct an energy audit and develop an energy plan for all municipal facilities and schools.	EMT DPW BOE
6.22 Evaluate the Building Zone Regulations for ways to provide tools for energy conservation and the use of green energy, such as solar, geothermal and wind.	P&Z

Create Green Municipal Facilities and Neighborhoods – Page 53

6.23 Require that all new municipal construction projects use techniques to reduce energy requirements over the long-term with the use of Green Energy materials and Leadership in Energy and Environmental Design (LEED) program designs and materials.	DPW BOE
6.24 Develop regulations to encourage or require the use of the LEED standard for new development in both the residential and business zones.	P&Z

Address Educational Needs – Page 54

6.25 Continue the long-term public school modernization and upgrade program. Incorporate green building and energy conservation elements in all upgrades and renovations.	BOE
6.26 Maintain school enrollment capacity for the long-term by: <ul style="list-style-type: none"> • acquiring land adjacent to existing schools for future expansion. • retaining school sites (and buildings) through enrollment declines so that they can be redeployed for school use when needed. 	BOE

Support Cultural and Social Community Facilities – Page 56

ACTION	WHO
6.27 Support upgrades to the Nathaniel Witherell nursing home.	BET
6.28 Continue to support the libraries, Bruce Museum and other cultural facilities.	BET
6.29 Study the delivery and management of fire services and facilities.	FD

Continue to Support Other Community Organizations – Page 56

6.30 Continue the policy of supporting other organizations that provide community facilities and services through public-private partnerships.	BOS BET
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