

## 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 updated only 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 infrastructure 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	
<b>Organization with Primary Responsibility (bold)</b> Organization (s) to Provide Assistance	
Project	Agency(ies)
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	

### 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.	<b>FECB FS</b>
1.2 Per NPDES requirements develop comprehensive stormwater management plans, policies and solutions to address flooding in the six watershed areas.	<b>FECB DPW</b>
1.3 Work with the Army Corps of Engineers to address flood-prone areas such as the Route 1 Bridge, Byram River and Pemberwick.	<b>DPW</b>

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.	<b>P&amp;Z</b>
1.5 Update flood regulations to ensure redevelopment in flood and coastal zones meets Federal Emergency Management Agency (FEMA) standards without variances.	<b>P&amp;Z</b>
1.6 Evaluate whether the Town should participate in the Community Rating System program.	<b>FECB DPW</b>
1.7 Evaluate stormwater funding options to pay for needed storm-water improvements.	<b>FECB DPW</b>

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

**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.	<b>HM CRAC</b>
1.16 Board of Selectmen should consider establishing a Harbor Management Commission.	<b>BOS</b>
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.	<b>DPR HM IWWCA</b>
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.	<b>CRAC</b>

**Coordinate Waterfront Development – Page 8**

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

**Improve Coastal Water Quality – Page 8**

1.21 Encourage all marinas to seek and obtain the Clean Marina certification.	<b>CC CRAC</b>
1.22 Continue to provide water quality education programs.	<b>CC</b>
1.23 Evaluate Tidal Wetlands on Town properties and restore them as needed.	<b>IWWCA CC</b>
1.24 Shellfish Commission should maintain the quality and quantity of the shellfish beds and encourage continuation of the shellfishing industry.	<b>SC</b>
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.	<b>DPW</b>

**Create Additional Coastal Public Access – Page 9**

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

**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.	<b>PZC DPW</b>
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.	<b>PZC</b>
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.	<b>PZC DPW</b>
1.32 Update the Excavation and Fill Ordinance for RTM approval.	<b>DPW</b>
1.33 Land-use agencies should review the extensive manipulation of existing topography by the use of grade plane walls.	<b>PZC</b>

**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.	<b>CC PZC IWWCA</b>
1.35 Encourage the use of native plant species in compliance with State law.	<b>CC</b>
1.36 Provide for continued habitat and wildlife management on Town-owned properties.	<b>DPR CC</b>

**Plant Trees, Shrubs and Vegetation – Page 12**

ACTION	WHO
1.37 Update the Historic and Significant Tree Study.	<b>DPR</b>
1.38 Enact a tree ordinance for public properties and consider accepting conservation easements for areas with mature or specimen trees on private properties.	<b>BOS RTM</b>
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.	<b>CC</b>
1.40 Encourage the use of conservation easements for areas with mature or specimen trees.	<b>PZC</b>
1.41 Conduct an inventory of tree coverage, to allow for analysis of cleared areas.	<b>CC</b>
1.42 Plant a large number of trees on public property in the next ten years.	<b>DPR TW</b>
1.43 Revise the subdivision regulations to require that more than two trees be left on the property if they are greater than 12 inches in diameter at breast height.	<b>PZC RTM</b>

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

**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.	<b>AO HDC</b>
2.2 Professional staff support is needed for the Historic District Commission.	<b>HDC</b>
2.3 The Conservation Commission should continue to update the inventory of the Town’s archeological resources.	<b>CC</b>
2.4 The Historic District Commission should develop Town standards for historic buildings using the National Register standards for buildings built before 1940.	<b>HDC</b>
2.5 The Board of Selectmen should participate in the Certified Local Government Program.	<b>BOS HDC</b>
2.6 The Town should work with the HSTG to update and complete the Architectural and Historic Resource Inventory for all of Greenwich.	<b>P&amp;Z</b>

**Protect Scenic Resources – Page 18**

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

**Protect Residential Properties – Page 20**

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

**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.	<b>FS</b>
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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.	<b>P&amp;Z</b>
3.6 HATG should partner with public and private groups and agencies to provide subsidized housing.	<b>HATG</b>
3.7 Encourage subsidized housing in areas that are served by transit and owned by HATG.	<b>HATG</b>

**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.	<b>BOS</b>
3.9 Encourage increased utilization of the existing affordable accessory apartment regulation, including the use of accessory buildings where appropriate.	<b>P&amp;Z COA</b>
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.	<b>PZC BOS</b>

**Address Moderate Income Housing – Page 23**

3.11 Consider zoning regulations to require a percentage of multi-family development units as moderate income housing.	<b>P&amp;Z</b>
3.12 Encourage affordable and moderate income housing in areas served by transit.	<b>P&amp;Z</b>
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.	<b>P&amp;Z COA</b>
3.14 The Board of Selectmen should consider establishing a housing section in the current Community Development Office.	<b>BOS</b>

**Provide for Senior Housing Needs – Page 24**

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

**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).	<b>P&amp;Z</b>
3.20 Develop a strategy for housing enforcement.	<b>FS</b>
3.21 Review the Building Zone Regulations to determine if the desired housing types and patterns are being properly addressed for Town needs.	<b>P&amp;Z</b>

**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.	<b>COC</b>
4.2 Examine the build-out potential to determine where additional development may occur and how to influence this growth.	<b>P&amp;Z</b>
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.	<b>FS</b>

**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.	<b>P&amp;Z</b>
4.5 Review potential for additional mixed-use development (commercial and residential) along the Post Road.	<b>P&amp;Z</b>
4.6 Evaluate existing traffic flows and road designs and explore re-designs for US Route 1 with the Connecticut Department of Transportation.	<b>DPW</b>
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.	<b>DPW</b>
4.8 Encourage more passive and active recreational uses in open space areas within walking distances of homes, school and businesses.	<b>DPR</b>
4.9 Review the existing floodways and flooding conditions along Strickland Brook to see what improvements can be done on a cost benefit basis.	<b>FECB DPW</b>

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

4.10 Create a village plan.	<b>P&amp;Z</b>
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.	<b>DPW</b>
4.12 Find ways to protect neighborhood-oriented small businesses.	<b>DPW</b>
4.13 Evaluate properties abutting the Railroad for development as mixed-uses with housing.	<b>P&amp;Z</b>
4.14 Rebuild or redevelop the Eastern Greenwich Civic Center.	<b>DPW DPR</b>

**ACTION**

**WHO**

4.15 The Flood and Erosion Control Board should address flooding issues in Old Greenwich.	<b>FECB</b>
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.	<b>P&amp;Z</b>

**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.	<b>BET</b>
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**Protect and Preserve the Larger Villages and Neighborhoods – Glenville – Page 36**

4.18 Create a village plan.	<b>P&amp;Z</b>
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.	<b>DPW</b>
4.20 Explore using the Village District tool to promote the preservation of historic structures through the management of land-use and building design.	<b>HDC P&amp;Z</b>

**Protect the Small Villages – Page 39**

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

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

**Enhance Putnam Avenue – Page 40**

<p>4.27 Encourage pedestrian-friendly mixed-use redevelopment, including mixed types of housing.</p>	<b>P&amp;Z</b>
<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>	<b>DPW</b>

**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>	<b>BOS</b>
<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>	<b>BOS COC</b>
<p>4.31 Funding for the new fire station on King Street should be provided.</p>	<b>FD FS BET</b>

**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>	<b>DPW</b>
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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>	<b>DPW</b>
<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>	<b>FS</b>
<p>5.4 Implement small adjustments to allow additional traffic capacity where appropriate, as recommended in the Fuss and O’Neil report.</p>	<b>DPW</b>
<p>5.5 Study important intersections to determine if improvements can be made.</p>	<b>DPW</b>
<p>5.6 Develop an access management strategy along main traffic routes and update the 2003 Traffic Management Study.</p>	<b>DPW</b>

**Address Parking Needs – Page 43**

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

**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>	<b>TP P&amp;Z</b>
<p>5.10 Consider ways to create additional incentives to use transit.</p>	<b>TP P&amp;Z</b>

**Create Additional Bicycle Facilities – Page 44**

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

**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.	<b>DPW</b>
5.14 Consider adjusting sidewalk design standards to fit local neighborhoods.	<b>DPW</b>

**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.	<b>BOS</b>
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**Address Town Facility Management and Needs – Page 49**

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

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.	<b>BOS DPW</b>
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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.	<b>DPW</b>
6.12 Consider revising the sewer connection fee structure and creating a user fee system.	<b>DPW</b>
6.13 Assess vulnerability of the sewer infrastructure due to age and develop a long-term plan to fund updates to the system.	<b>DPW</b>

**Enhance Town Recreational Facilities – Page 52**

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

**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.	<b>EMT</b>
6.20 Implement the recommendations of the energy resolution through the newly created Energy Management Team.	<b>EMT</b>
6.21 Conduct an energy audit and develop an energy plan for all municipal facilities and schools.	<b>EMT DPW BOE</b>
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.	<b>P&amp;Z</b>

**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.	<b>DPW BOE</b>
6.24 Develop regulations to encourage or require the use of the LEED standard for new development in both the residential and business zones.	<b>P&amp;Z</b>

**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.	<b>BOE</b>
6.26 Maintain school enrollment capacity for the long-term by: <ul style="list-style-type: none"> <li>• acquiring land adjacent to existing schools for future expansion.</li> <li>• retaining school sites (and buildings) through enrollment declines so that they can be redeployed for school use when needed.</li> </ul>	<b>BOE</b>

**Support Cultural and Social Community Facilities – Page 56**

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

**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.	<b>BOS BET</b>
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