



TOWN OF GREENWICH

NOVEMBER 15, 2019



PLAN

of Conservation
and Development

Letter from the Commission and Town Planner

Fellow residents,

This Plan of Conservation and Development represents a vision for a better Greenwich, as articulated by its residents. The aspirational aspects of the vision strongly support increasing property values, affordable housing options for our children, parents, and workforce, and shared commercial and recreational spaces that are inviting, safe, connected, accessible, and active.

The overriding goal of the Plan is to protect and harness our Town's historic heritage, natural landscape, and topographical diversity, while addressing the challenges brought on by growth, climate change, and technological advances. The Plan itself includes the promotion of value-added services and amenities that will meet the emerging needs of the 21st century and solidify our reputation as a sustainable, sought after, model community.

The role of planning and zoning in Town took a dramatic step forward in 1952, when the RTM approved the Special Planning Act for Greenwich that assigned both responsibilities to a single commission. This very important linking relationship between the two functions ensured that zoning actions correlate in seamless coordination with long-range plans. As dedicated Town stewards for the planning and zoning process, the Commission is particularly pleased to present to you the vision for Greenwich for the future.

Sincerely,

Margarita Alban
Chair, Planning and Zoning Commission

Katie DeLuca, AICP
Director of Planning and Zoning





GREENWICH 2030

Your Voice. Your Plan. Our Future.

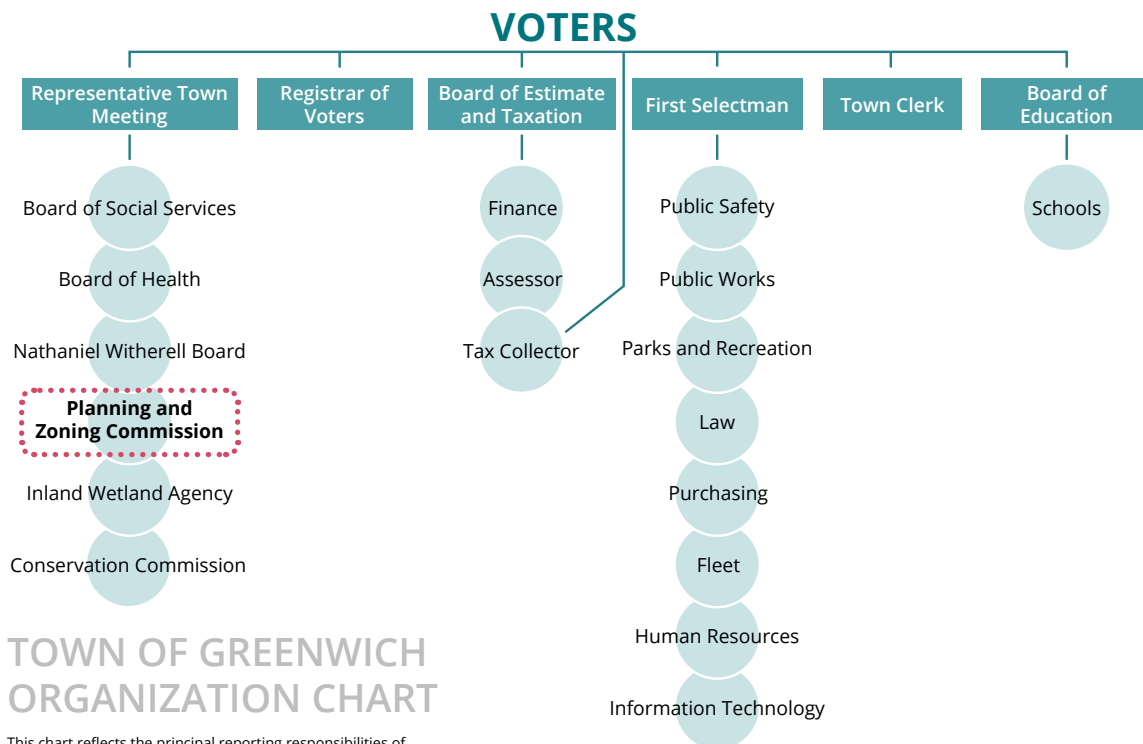
Preserve Greenwich as a premier residential community by enhancing our exceptional neighborhoods, schools, environment, and cultural and recreational amenities while focusing investment in the Town's infrastructure, school facilities, storm resiliency measures, and the downtown core as the means to increasing the Town's value.

The Plan of Conservation and Development is a Unifier

The Plan of Conservation and Development (POCD) is a land use plan that functions as an organizing document that informs the public and town departments in the preparation of detailed master plans and technical reports that are focused on individual facilities, geographic areas, or specific infrastructure projects. The role of the Plan of Conservation and Development is not to supersede the established master planning practice, but rather to establish land use policies to guide individual projects and studies, as well as to better coordinate and prioritize future projects or improvements.

The Town of Greenwich is a decentralized system of overlapping powers and responsibilities, and there are many issues the Planning and Zoning Commission does not control. Almost one-half of the responsibility for running the Town is in the hands of independent boards and commissions. The four elected bodies include the Board of Selectmen (BOS), Representative Town Meeting (RTM), Board of Estimate and Taxation (BET), and the Board of Education (BOE).

The Town has completed five plans to date, all of which noted the relevant trends of their time. The 1998 and 2009 plans include comprehensive overviews of the Town's history, geography, and land use that should be used as references.



This chart reflects the principal reporting responsibilities of the major functions of the Town. Not all departments, boards, commissions, or elected positions are included.

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New Lebanon School Field, Byram

Executive Summary

EXECUTIVE SUMMARY



Byram Harbor

People come to Greenwich and stay in Greenwich for its attractive residential neighborhoods, successful public and private schools, high quality community services, parks and libraries, well-maintained public spaces, and assorted community amenities. It has charming, vibrant, commercial districts and convenient access to major transportation routes, airports, and ferries. Greenwich is regularly awarded with lifestyle and public service recognitions, such as being voted No. 1 in Safelife.org's annual review of "safest cities," (2018) defined as communities over 50,000 in population.

The Town's strong economic base, low property tax rates relative to its neighbors, and geographic proximity to New York City, are among strengths which help Greenwich retain its relative position as an economic leader in the region. Along with the entire New York Metro area, Greenwich, however, has experienced a downshift from the economic boom of the late 1990s and the first decade of the 2000s to a more subdued economy with its share of challenges, as it works to recover from the 2008-2009 Great Recession.

Strengths



- ✓ Sense of place
- ✓ Proximity to NYC
- ✓ Unique residential neighborhoods
- ✓ Distinct village areas with strong identities
- ✓ Excellent reputation, cachet of Greenwich
- ✓ Excellent schools (public & private)
- ✓ Superb amenities
- ✓ Strong focus on conservation and sustainability
- ✓ Outstanding lifestyle and low crime rate
- ✓ Inclusiveness: sophisticated, tolerant, educated, diverse, international
- ✓ Very low mill rate and high financial stability
- ✓ Local access to healthcare, including hospitals, clinics, and top ranked physicians
- ✓ Beautiful landscape and general visual appeal

Challenges



- ✓ Ongoing development pressure, demolition of historic structures, loss of community character
- ✓ Lack of moderate/affordable priced housing
- ✓ Unattractive sections of the Post Road corridor
- ✓ Aging public school facilities and shortage of playing fields
- ✓ Increased traffic volume and infractions
- ✓ Difficult parking in downtown and villages
- ✓ Reliability of infrastructure
- ✓ Loss of tree canopy and open space through development
- ✓ The need to update the Building Zone Regulations
- ✓ Energy demand
- ✓ Sea level rise
- ✓ Water resources

Shifts in both residential and commercial real estate markets, such as reduced home prices in the backcountry and vacancy rates in retail areas, have unsettled a community that has enjoyed steady, long-term prosperity. Given the Town's historically strong economic position, that prosperity should continue if the Town employs a proactive approach to preserving strengths, and addressing challenges, while safeguarding the values

of the community. This premise led to the following planning assumptions:

- ➔ There is no desire to radically change existing land use patterns.
- ➔ Highlighting the ways Greenwich's advantages and competitive position are complemented by neighboring towns will help to retain the strength of the entire region.

- ➔ Greenwich's primary advantages are our premier residential zones, the beauty of the natural landscape, and our highly ranked educational institutions.
- ➔ As part of a natural cycle, Generation X (people born between 1965 and 1981) and Millennials (people born between 1981 and 1996) behind them are slowly beginning to replace Baby Boomers and the Great Generation. An affordable and diverse housing stock is necessary to support this transition. While Greenwich must address this need, we can also take advantage of the more urban growth models implemented in Port Chester, NY, and Stamford, CT, our neighboring towns, which are substantially increasing housing stock aimed at Millennials (those born after 1981). The current population of approximately 62,000 residents will likely remain relatively stable but will continue to age, making issues surrounding aging in place a priority.
- ➔ Greenwich's emphasis on maintaining a low mill rate will encourage continued fiscal stability and economic strength.
- ➔ Establishing a proactive, long-range plan involving biennial review, an increased focus on data collection, and the development of performance indicators will better enable the Town to set measurable goals.

In the following pages, you will find a focus on long-range planning and an approach to enhancing the Town's strengths that takes advantage of innovation and technology to reduce traffic congestion and increase environmental sustainability and resiliency against natural disasters. You will also find an emphasis on preparing for the challenges of climate change and advances in technology, while maintaining commercial vitality.

By establishing a coordinated approach, the Plan sets a framework to achieve our common goals by detailing key objectives and action items. Greenwich is well positioned to guide and control growth and shape a thriving Town for the next generation. The culture of volunteerism that Greenwich has benefited from throughout our history will further support this plan by generating creative responses to challenges and will collectively improve our Town.





OGRCC Set Sail, Binney Pond

Introduction

INTRODUCTION

The Plan of Conservation and Development (POCD) is an advisory land use plan focused on physical, economic, and social development, as required by Section 94 of the Town Charter and 8-23 of the Connecticut State Statutes. It forms the basis for future changes to the Town's Zoning and Subdivision Regulations, drives Municipal Improvements, is required for many grant opportunities, and is the foundation for long-range planning.

This POCD presents an overview of the Town's existing conditions and issues based upon the information obtained from extensive community outreach and research. The Planning and Zoning Commission (Commission) presents goals along with the policies and recommendations proposed for achieving them. The POCD takes effect when it is approved by the Representative Town Meeting (RTM).

Greenwich citizens were engaged in contributing to and writing the Plan as

evidenced by the over 2,200 instances of public participation throughout the planning process. This included many public workshops, focus group meetings, do-it-yourself workshops (run by citizens themselves), and online outreach.

The Commission and its staff met regularly with stakeholders such as environmental groups, tree advocates, developers, the Greenwich Library, the Greenwich Hospital, the Greenwich Parent Teacher Association Council (PTAC), the School Superintendent's Office, politicians, REALTORS®, garden clubs, individual districts of the RTM, and the Land Use Committee of the RTM, just to name a few.

The POCD reflects the voice of the community. In the public outreach period, people stated strongly and consistently that building a better Greenwich involves maintaining "small town character," and a "New England feel," with a strong emphasis on community character.



Greenwich citizens were engaged in contributing to and writing the Plan as evidenced by the over 2,200 instances of public participation throughout the planning process.



The Town benefits from varied, visually striking topography including 28 miles of shoreline on Long Island Sound.

Greenwich is a Premier Residential Community

Greenwich has a unique geographic position within the New York City metropolitan region and is the entry point to New England. Located less than 20 miles from New York City, Greenwich is part of the New York metropolitan area, embracing the NY-NJ-CT-PA combined statistical area (CSA), a region that is home to over 23 million residents. Access to this region is supported by Governor John Davis Lodge Turnpike/ Interstate 95, US Route 1, the Merritt Parkway, and Metro-North Railroad, with four train stations in the community. The Town is just

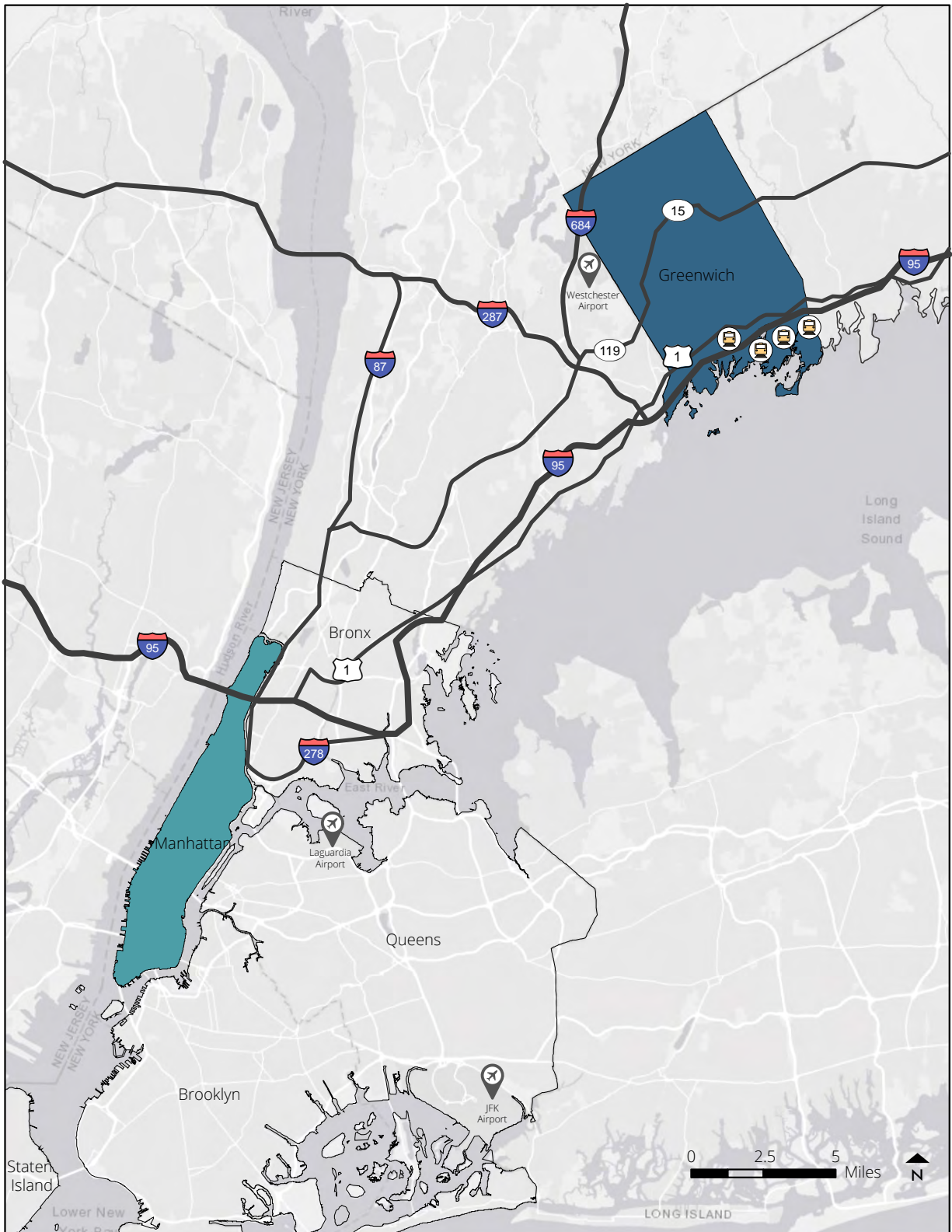
minutes from Westchester County Airport, and within an hour of three major New York area airports. This accessibility, coupled with lower property taxes than those in neighboring New York and Connecticut communities, lends itself to the long-standing appeal of Greenwich as one of the most livable and desirable suburban residential communities in the country.

The Town is over 48 square miles (50 miles including the islands) with an all-time high population of approximately 62,000.

Most importantly, however, is the spirit of Greenwich, which has been enriched in countless ways by gifts of both assets and time from its residents.



Conyers Farm Polo Field



Basic Municipal Indicators

ZONING

5% of land area

COMMERCIAL
Includes multi-family development, office, retail, and service uses

In total there are **27 individual zones** and **8 overlay zones**.



95% of land area

RESIDENTIAL
Includes housing, open space, municipal uses, places of worship, nurseries, and schools.



SUSTAINABILITY

Greenwich is one of nine Connecticut municipalities to earn the highest ranking of "Silver" by Sustainable CT, a statewide initiative administered by Institute for Sustainable Energy at Eastern Connecticut State University. The program is designed to encourage Towns and cities in the state to **protect the local environment and build resilient local communities and economies**.

GRAND LIST

As of October 1, 2017

21,389	taxable real estate parcels
970	tax-exempt parcels
4,095	personal property accounts
54,397	motor vehicle accounts
11,194	supplemental motor vehicle accounts

Total taxable assessment after the Board of Assessment Appeals as of October 1, 2017 was **\$32,901,340,544**. The total assessment of the 970 tax exempt parcels was **\$3,483,119,010** but 331 of them, with a total assessment of **\$2,771,969,480**, paid sewer tax. The assessed value of all real property exceeds **\$33 billion**, the highest in Connecticut.

REGIONAL GROWTH

Economic activity **continues to centralize within the region**. New York City has incorporated a regional approach into their planning efforts. There is significant investment being made in the regional transit network that supports housing development in towns served by the rail system east of the Hudson River.

Data from the United States Census indicates that for the first time since 2000, **Fairfield County is growing faster than the rest of the country**. The neighboring communities abutting Greenwich on the east and west, Stamford, CT and Port Chester, NY respectively, have adopted a very different growth model than Greenwich. As a result, they are rapidly growing and expanding, exemplified by the addition of 9,000 housing units in lower Stamford since 2002.

HOUSING

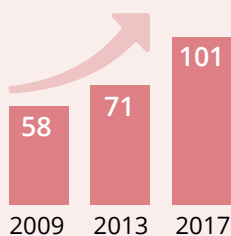
30%

Multi-Family
(3 or more units)



70%
Single Family

Steady growth in new housing starts



There were **101 new residential permits issued over the FY17/18**, signifying the **sixth straight year with a permit volume over 100**.



RECREATION

Excluding school day and “after-school” activity usage by the Board of Education (largest field user), there were over 25,300 field hours scheduled by permit in the 2017-2018 year on the 61 public athletic fields in Greenwich, which are distributed among 15 school campuses and many parks.

The Recreation Division plans and assists with approximately 100 special events throughout the Town. Examples of these events include: fireworks displays, Jazz on the Sound, triathlons, concerts in the parks, movie nights, a dog show, a food and wine festival, an autism bike ride, a gem and mineral show, a holiday tree lighting, brunch with Santa, the holiday stroll, an antique show, farmers markets, a kite flying fest, the St. Patrick’s Day parade, a car show, a kick cancer camp, a ride for our vets, and a boating safety day.

The number of recreation passes issued in the last year show that Greenwich is an **active community** that **takes advantage of its recreational assets.**

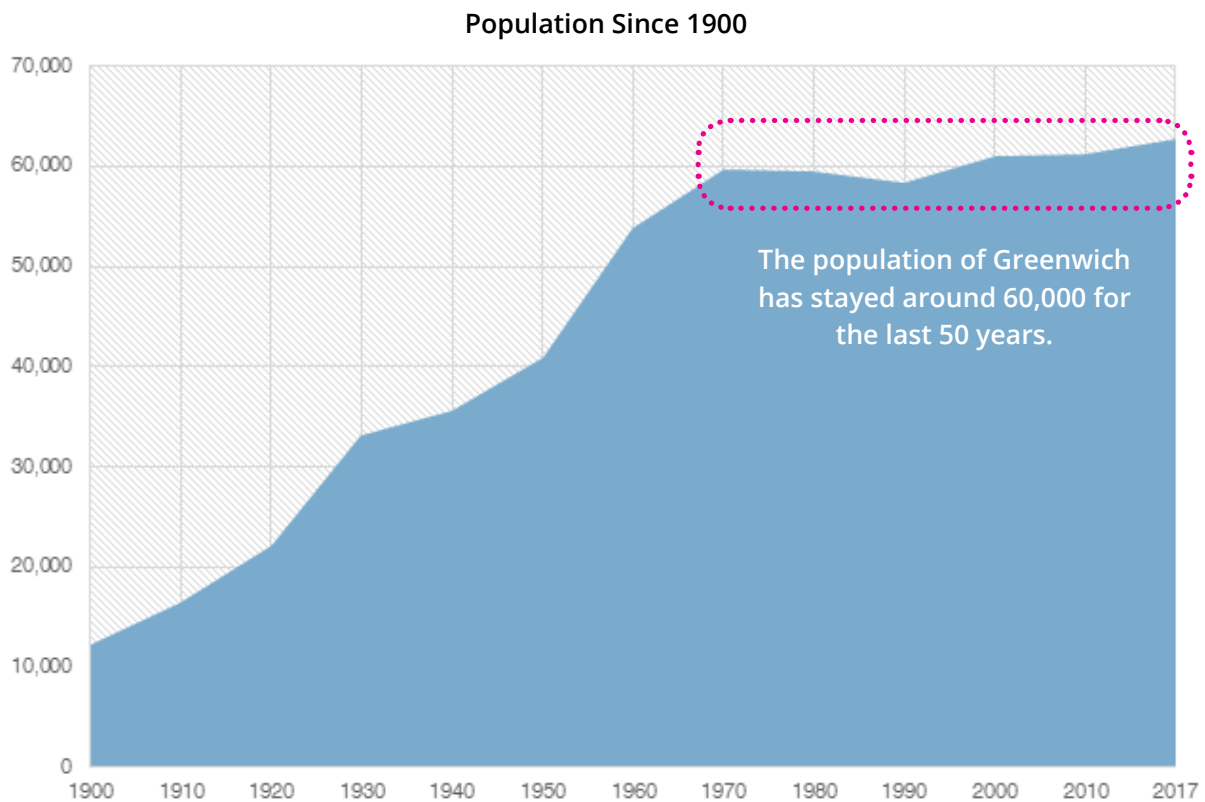
40,371	Beach/Park Passes
1,997	Tennis Passes
1,509	Marine Passes
1,801	Golf Passes
45,678	TOTAL

A Synopsis of Previous Comprehensive Plans

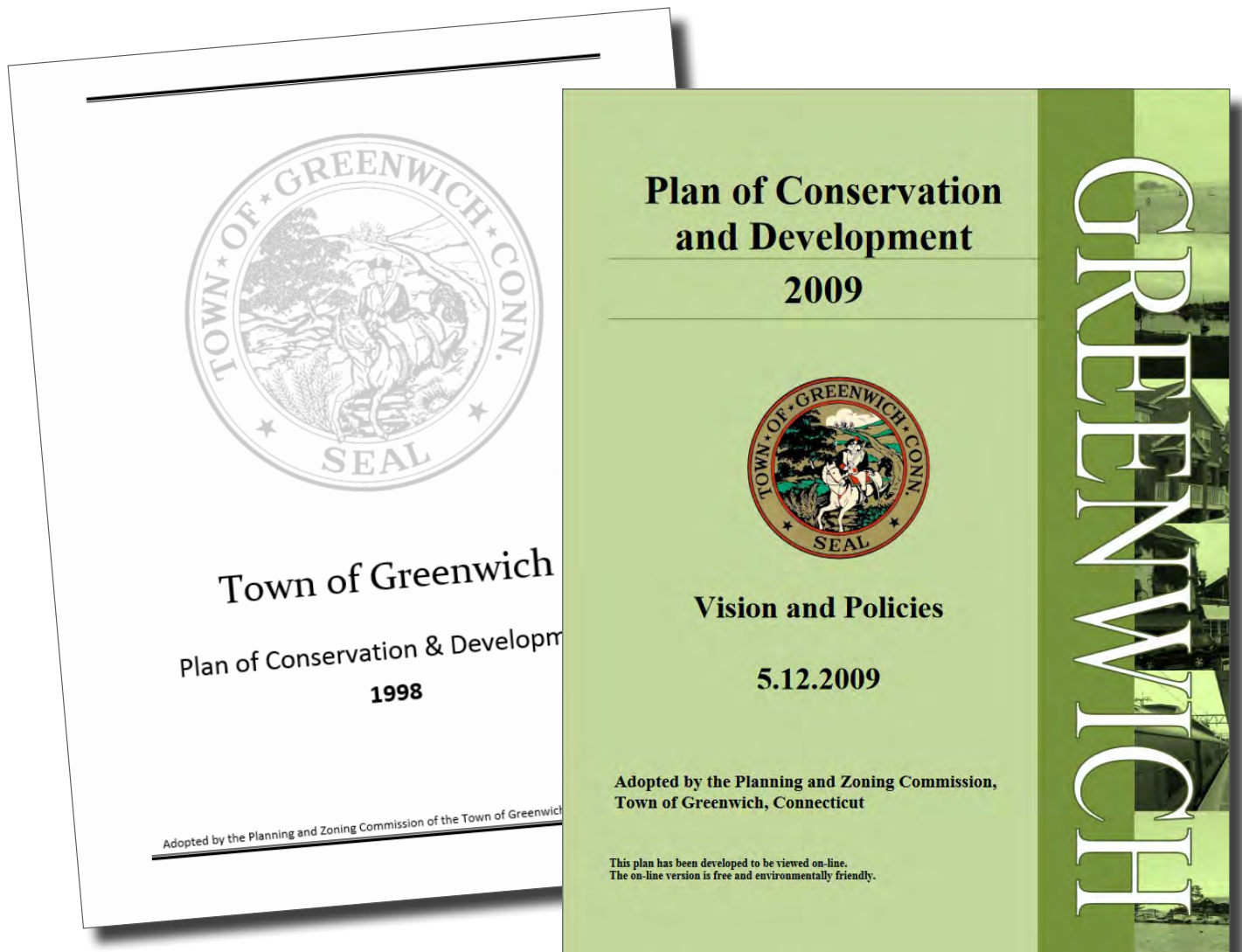
The first Comprehensive Plan for the Town was published in 1931 when the population had increased sharply over the preceding 10 years by 1,150 annually, more than twice the rate of the previous 10 years. The view that growth was inevitable, even desirable, led to significant investments in infrastructure to support the correspondent growth.

Subsequent plans, in 1963 and 1984, responded to the evolving landscape by calling for careful planning in the gradual

replacement of large estates with suburban housing, shopping centers, and executive offices. The 1964 Plan projected a population of 86,000 by 1985. The 1984 Plan reduced that projection to 75,000 by 1990, to adjust for declining household size. Both plans took an approach to land use that separated residential uses from other uses and emphasized affordable and diverse housing options by promoting varying densities, while also conserving land through conservation subdivisions.



The 1998 and 2009 Plans recognized the many virtues of the Town and how to build upon them, while laying out a plan to counter any negative impact of future development with stronger and tighter zoning controls.



Planning for the Future

The Commission will continue the past practice of studying and changing the Building Zone Regulations as the primary means to implement the vision of the Town. However, a major change proposed as part of this plan will be to conduct more thoughtful, intensive, critical research and analysis of the major, longer-range trends threatening our competitive position in order to determine when, why, and what action should be taken. Examples of a few of these trends include the sharing economy (e.g. Uber, Lyft, Airbnb), evolving retail (Peapod) and health

care markets, home office trends, changes to housing preferences, and the prospect of autonomous vehicles.

To meet these long-range planning goals, the Commission will engage outside help and expertise from public volunteers, hire Subject Matter Experts (SME) as needed, and will frequently present ideas and updates at last quarterly public meetings. The implementation schedule also calls for a review and possible update of the Plan itself every two years. The work proposed as part of the long-range planning includes:

- 1. Development of municipal Key Performance Indicators (KPI)**, macro-economic analysis of regional job creation areas (technology, media, finance), demographic analysis of which and why different age cohorts are considering a move to Greenwich or other competitive communities, aging patterns, percent of work force living in town, urban tree canopy, retail changes, the emergence of new health care options as well as the potential impacts of new technologies (e.g., 5G), climate change, autonomous vehicles, economic development plans, and the like.
- 2. Creation of an economic plan to enhance the coordination and development of data and to identify new and innovative land use concepts from across the New York Metropolitan Area in order to improve the Town's competitive position.** Part of this process would include possible coordination and involvement with entities such as the NYC Planning Office, Western Connecticut Council of Governments, Fairfield and Westchester County communities, national planning associations, the State of Connecticut, various universities and private consulting firms, Sustainable CT, and the Federal Railway Administration.
- 3. Integration of expanded planning efforts into the biennial POCD reviews incorporating ongoing analysis of other Greenwich planning entities**, including the public and private schools, hospitals and other health care providers, the Greenwich Housing Authority, various utilities (electricity, water, telecommunications), various arts and cultural organizations, and especially volunteer groups which bring valuable knowledge to the Town's mission and cultural lifestyle.

4. Identification of long-range land use planning issues for study.

These areas might include: economic modeling, drainage revisions, review of playing fields, developmental zones, public good initiatives, public/private partnerships, “smart” parking and traffic, municipal improvements (MI), specialized housing analysis (workforce, senior, extended stay, affordable etc.), online retail impacts, energy benchmarking and various new technologies.





Town Hall

3

Guiding Principles

GUIDING PRINCIPLES

TO ACHIEVE THE **GREENWICH 2030** VISION

In order to meet the established vision, the 2019 POCD is organized around Guiding Principles, which serve as the foundation of the Plan. They establish a unified direction for the POCD by which every objective and action step is linked.

These principles were developed in response to extensive community input and engagement throughout the planning process. A study requested by the Commission from the Greenwich Association of REALTORS® as to the reasons why buyers and sellers choose to move to or move

from Greenwich is an example of one such engagement. There were 106 responses from the network of Greenwich real estate professionals. The average tenure of the respondents was 15.8 years, ranging from just one year in the business to 49 years. The responses showed the #1 reason buyers chose to purchase homes in Greenwich is excellent schools (public and private (73 votes)), followed by reasonable taxes (61 votes), proximity to New York City (58 votes), and Greenwich Point/beaches, parks, sport facilities/libraries/amenities (34 votes).

Access to excellent schools is the #1 reason buyers choose to purchase homes in Greenwich.



1.

GUIDING PRINCIPLE: Preserve our community character and sense of place

The importance of Greenwich's character, community, and sense of place cannot be overstated. These components are essential to the Town's identity and are at the core of planning and policy. This principle is not intended to prohibit change, but rather to enable Greenwich to make improvements that protect, preserve, and enhance character elements and that add to our sense of place. Public art, village districts, formalized landscape guidelines, a planting plan for the Post Road corridor, are all examples of elements that can be applied to both public and private improvements to enhance the public realm.

2.

GUIDING PRINCIPLE: Develop housing opportunities for the future

Residential neighborhoods are the primary building block of the Town, comprising the majority of the land use and acting as the main setting for day-to-day life of most residents. These attractive neighborhoods feature homes integrated within the natural landscape with access to a variety of parks, recreational facilities, waterfront areas, cultural amenities, shopping areas, and community gathering spaces. The Plan focuses on being an "age friendly" community, generating affordable housing that blends seamlessly into the community, and ensuring that residents have more options to age in place, with the housing of their choice and with the comforts that are important to them.

3.

GUIDING PRINCIPLE: Support top quality educational facilities

Schools were identified as the number one reason people move to Greenwich in the survey conducted by the Greenwich Association of REALTORS®. Our tax base depends on that investment. Improvements to schools in residential zones with their attendant traffic and noise can have a potentially negative impact on surrounding properties. The Plan explores opportunities to strike the right balance.

4.

GUIDING PRINCIPLE: Sustain and improve our natural environment and landscape

An essential element of Greenwich's character and desirability is its natural environment that combines wooded, rolling hills with the picturesque coastline of the Long Island Sound. Rounded out by features like dense tree canopies, rivers and streams, and well-maintained parks, the landscape and natural environment are core components of the Town's image and identity, and foster an important sense of place. Key features of the Plan are the conservation of natural resources, the reduction of impacts to the environment, and the promotion of best practices for sustainability and resiliency.



5.

GUIDING PRINCIPLE: Maintain economic vitality and thriving commercial centers

Greenwich’s commercial areas, such as the downtown, the villages, and the Post Road corridor, contribute significantly to the community’s overall character and vibrancy. Financial services, real estate, retail, automobile sales, medical services, education, and insurance are our leading industries. Enhancing economic vitality through connecting upper downtown (Greenwich Avenue) with lower downtown (Bruce Museum, Greenwich Harbor, and Roger Sherman Baldwin Park); promoting events that bring people together; reducing traffic congestion; creating an easier shopping experience with respect to parking; and creating a “sense of place” that draws people in are all elements found in the Plan.

6.

GUIDING PRINCIPLE: Provide the best quality infrastructure, municipal facilities, cultural institutions, and health services

Investments in infrastructure, municipal facilities, and health services can enhance real estate values and thus lead to increased tax revenue for the Town. The Plan encourages these uses and envisions a coordinated approach.

1. Preserve our community character and sense of place



1929 English Tudor Residence

Greenwich residents take pride in our diverse culture, 380-year history, community amenities, and natural beauty. We prize our important architectural landmarks and the character of our individual neighborhoods and wish to retain the “sense of place” our unique assets provide. Communities with distinct identities, such as Greenwich, benefit from preserving these characteristics, attracting young families to settle down here, and retaining multiple generations of families in a region that sees significant in-migration and out-migration. To thrive as a community, however, we must also embrace modernization and changes that promote stable economic growth and the retention of new businesses and residents.

One frequently raised concern is that we do not have adequate protections in place to preserve

our community character. In public hearings for pending zoning applications, residents often stress the importance of physical characteristics, like the style of buildings, the impact of traffic, or the loss of open space. Interestingly, when the Commission used social media to request images from residents they felt epitomized the character of Greenwich, very few of the images contained architecture. What the images revealed was a passion for the natural landscape and public spaces, like beaches, parks, and plantings.

Greenwich can make great strides in strengthening our sense of place with thoughtful zoning amendments that encourage the protection and restoration of the Town's natural beauty.

Community Character

Greenwich's identity is rooted in its landscape which varies from a rugged coast line with beaches and active waterfront businesses to a vibrant pedestrian-friendly downtown and to diverse neighborhood-oriented mixed use villages. Residents want to protect visually distinctive landscapes, high-quality views, and other scenic features.

When people speak about community character relative to a pending zoning application, they typically stress the importance of the physical characteristics of a neighborhood, such as the pattern and style of buildings, the impact of traffic on the local streets, and open spaces. In more general discussions, however, people refer to the beaches, parks, stone walls, crocus hill, and other exceptional public spaces as the main contributors to community character.

Community character refers to a distinct identity or sense of place. It is the impression made by a neighborhood or town's natural setting, history, assets, social activities, and cultural and artistic offerings. It is more than just the visual identity, as it is also how people interact with both the man-made and natural environment.



Byram Pool

OBJECTIVE 1.1 Maintain and enhance the Town's distinct sense of place by promoting tree preservation, tree planting, public art, and landscaping.



- a. Develop a tree preservation ordinance affecting private properties that saves trees of exceptional value, creates a standardized tree replacement ratio, and maintains our tree canopy.



- b. Use streetscape improvements (street furniture, sidewalk patterns, signage, landscaping) as a way to foster a sense of place, and create distinguishing features throughout the Town.



- c. Promote Greenwich as a community of world-class public art.



- d. Build online tools to assist homeowners in creating native and sustainable planting plans for their property that are suitable for their geographic location in Town (e.g., salt tolerant plants for coastal properties; meadow mixes, shade tolerant plants).



- e. Educate residents about the appropriate selection and location of trees to reduce or eliminate interference with public utilities.



- f. Explore funding initiatives to bury power and telecommunication lines in coordination with the utilities in key areas such as the downtown, Sound Beach Avenue, Mill Street in Byram, and along the Post Road in Cos Cob, Central Greenwich, and Riverside.

Zoning Protects Community Character

Greenwich zoning was enacted in 1925 and is the primary tool used by the community to control and manage physical change. Having a clearer definition of community character in terms of both the bulk of buildings and their relationship to the street and the surrounding properties will provide developers with more direction and neighborhoods with more security in how their neighborhood could change.

In addition to visual character, zoning regulations also aid in protecting other land owners from impacts associated with the use and preservation of natural system services. Limitations to development affecting floodplains, wetlands, steep slopes, and watercourses control undesirable off-site impacts, thus protecting

elements of character just as significant as aesthetics, walkability, identity, etc.

The Town is predominately zoned residential (95% of its parcels), which also includes open space, municipal uses, places of worship, nurseries and schools. The Town has healthy and vibrant commercial areas providing retail, office, and service uses in the remaining commercially zoned land area (5% of its parcels). The design of residential neighborhoods and commercial areas through contextual development and redevelopment shapes the collective community character, opens up economic opportunities, and improves livability for all residents.

Section 6-205 of the Building Zone Regulations

ZONE	MAXIMUM HEIGHT		MINIMUM LOT SIZE		LOT SHAPE	FLOOR AREA RATIO (F.A.R.) as of 05-06-02	MINIMUM PERCENT GREEN AREA REQUIREMENTS*	MINIMUM FRONT YARD (DEPTH) ³	MINIMUM SIDE YARD (WIDTH)	MINIMUM REAR YARD (DEPTH)	STREET SIDE YARD (CORNER LOT) ²	ACCESSORY STRUCTURES IN REAR YARDS		
	STORIES	FEET	AREA	FRONTAGE								MINIMUM SIDE YARD	MINIMUM REAR YARD	MAXIMUM SIZE WITHOUT PZBA SPECIAL EXCEPTION
RA-4 (Single family)	3-1/2	50 ft	4 Acres	125 ft Lot width 200 ft to be measured at house location	Large enough to contain a circle 300 ft in diameter	.0625 See Note 7 below	84%	75 ft	50 ft	75 ft	62.5 ft	35 ft	35 ft	1,200 sq ft
RA-2 (Single family)	3-1/2	47-1/2 ft	2 Acres	125 ft Lot width 150 ft to be measured at house location	Large enough to contain a circle 200 ft in diameter	.09 See Note 7 below	78%	75 ft	35 ft	75 ft	55 ft	25 ft	25 ft	1,200 sq ft
RA-1 (Single family)	2-1/2	40 ft	1 Acre	125 ft	Large enough to contain a circle 150 ft in diameter	.135	72%	50 ft	25 ft	50 ft	37.5 ft	15 ft	15 ft	800 sq ft
R-20 (Single family)	2-1/2	37-1/2 ft	20,000 sq ft	100 ft	Large enough to contain a circle 100 ft in diameter	.225	62%	40 ft	15 ft Sum of both not less than 35 ft	40 ft	27.5 ft	10 ft	10 ft	800 sq ft
R-12 (Single family)	2-1/2	35 ft	12,000 sq ft	80 ft	Large enough to contain a 60' by 100' rectangle	.315	55%	35 ft	10 ft Sum of both not less than 25 ft	35 ft	22.5 ft	5 ft	5 ft	600 sq ft
R-7 (Single family)	2-1/2	35 ft	7,500 sq ft	65 ft	Large enough to contain a 45' by 85' rectangle	.36	50%	25 ft	5 ft Sum of both not less than 15 ft	25 ft	15 ft	5 ft	5 ft	600 sq ft
R-6 (Single, two family)	2-1/2	35 ft	7,500 sq ft	60 ft	Large enough to contain a 45' by 85' rectangle	.55	35%	25 ft See Note 9 below	5 ft Sum of both not less than 15 ft	25 ft	15 ft	5 ft	5 ft	600 sq ft
R-MF (Single, two family) (Multi-family Dwellings, Dwelling groups and other permitted uses) ¹	2-1/2 4	35 ft 40 ft	3,600 sq ft 2,400 sq ft per family	60 ft 60 ft	Large enough to contain a 45' by 85' rectangle	.60	Lot Coverage Definition applies to dwellings three families or more (50%)	25 ft 50 ft	15 ft 50 ft	25 ft 50 ft	25 ft	5 ft	5 ft	NA

¹ See Section 6-98.1(a)(2)

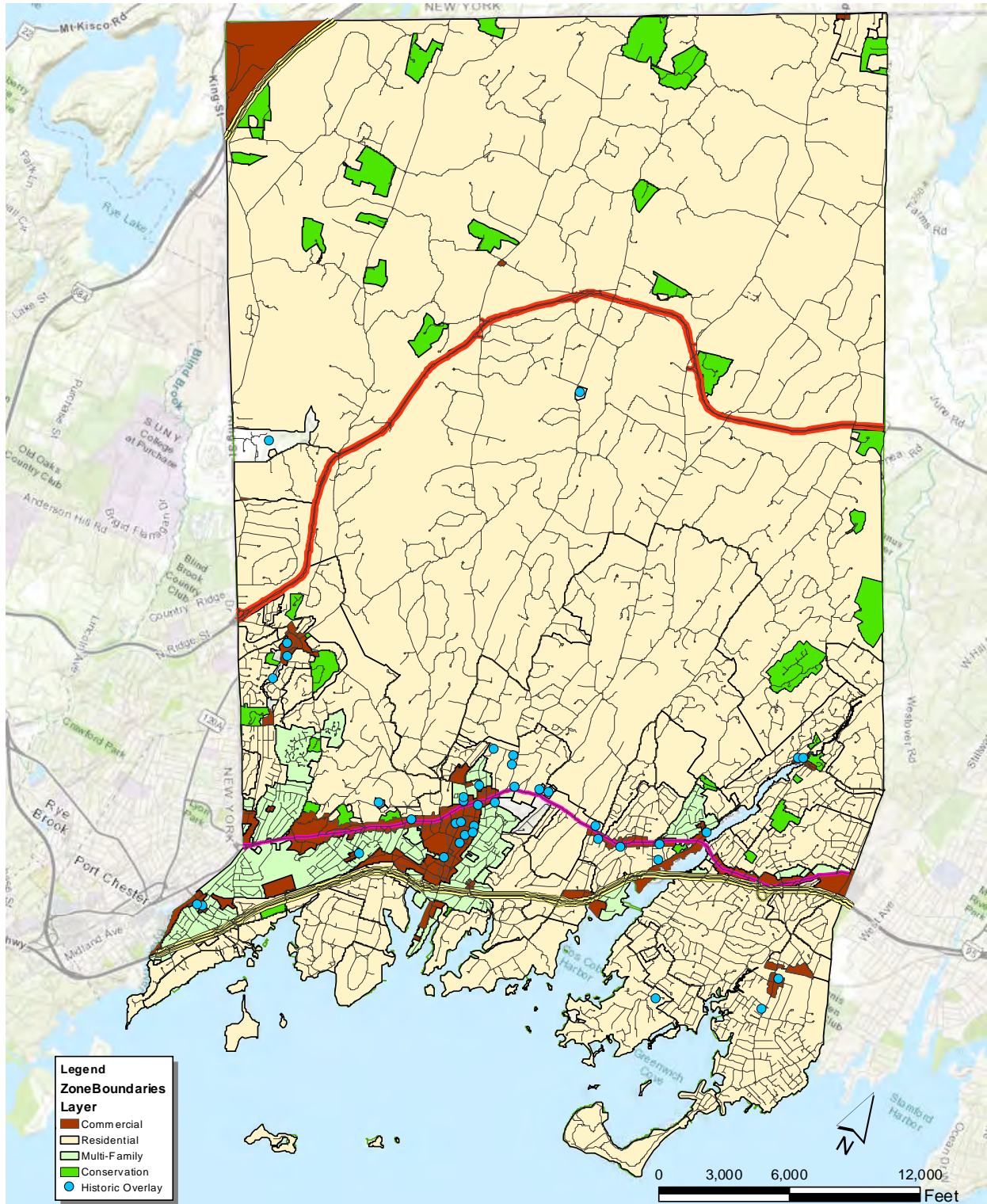
Note - FAR of 0.05 in RA-4, and FAR of 0.075 in the RA-2 zones applicable to special exception and special permit uses only with the exceptions specified in Note 7 (a), (b), and (c) following the table.

FOR PERTINENT NOTES AND ASTERISKS, SEE PAGES 21-4 AND 21-5.

² Street side yard - See Division 10 of this Article.
Corner lots - See Division 10 of this Article.

³ Minimum Front Yard - Streets less than 50 feet - See Section 6-203.

Generalized Zoning Map of Greenwich



OBJECTIVE 1.2 Review the Building Zone and Subdivision Regulations to further protect and expand community character.



a. Update the Subdivision Regulations to include but not be limited to, preserving more of the existing natural landscape, particularly within the streetscape in residential and commercial zones.



b. Revise and expand Article 3. Scenic Roads (Sections 11-8 through 11-13) of the Municipal Code (Town Charter) to encourage the designation of more scenic roads throughout the Town.



c. Update the lighting requirements in the Building Zone Regulations to minimize light pollution on the overall environment from glare (light striking your eye directly from the source), spillover light, and sky glow (the overhead hue seen from artificial light scattering in the atmosphere), whether from residential or commercial sources, street lights, or athletic field lighting.



d. Update the landscape requirements in the Building Zone Regulations to further minimize the visual 'bulk' of parking areas, to enhance commercial development, and provide screening.



e. Update the sign requirements in the Building Zone Regulations.



f. Update the Building Zone Regulations to promote space for live and film theater experiences.



g. Prevent commercial impacts and activities from encroaching on residential zones.

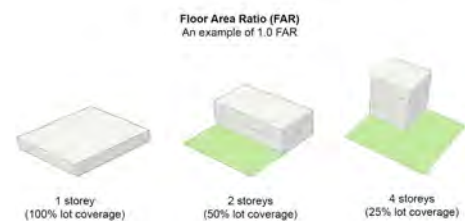


h. Update Town Roadway Manual to reduce road width requirements where appropriate.

How Much Could the Town Change?

Under current zoning there is the potential for significant new residential growth in every section of Town, including many long-established residential neighborhoods. The 2002 town-wide Floor Area Ratio (FAR) Study that led to the reduction of FAR in all zones by 10%, except in the RA-2 and RA-4 zones which added FAR for the first time, found that with those changes that are in place today there was approximately 53,464,220 square feet of residential floor area with an additional 48,515,619 square feet of floor area still available. In this study, 15,895 parcels were considered, and buildout potential amounted to approximately 3,082 square feet per parcel. Of note, however, is that development potential differs widely by parcel depending on the FAR for a particular zone, the size of the parcel, and the existing floor area.

Floor area ratio (FAR) is the ratio of a building's total floor area (gross floor area) to the size of the piece of land upon which it is built. The terms can also refer to limits imposed on such a ratio through zoning.



Klaber Design + Architecture (<https://kda.nyc/things-to-know/what-is-far-and-why-do-i-care/>)



Byram, South Water Street

OBJECTIVE 1.3 Revise bulk standards, where appropriate, to ensure that development is consistent with the desired community scale, which varies by zone.



- a. Study the bulk controls in the Building Zone Regulations for residential zones to determine if they can be simplified and made less dependent on professionals to gauge development potential, while still achieving the same result.
-



- b. Update the 2002 residential buildout study.
-



- c. Within each residential zone, review properties that meet the minimum lot size requirements and have made improvements to the maximum limit of the zoning regulations to ensure that the relationship between building height, green space, floor area ratio, and yard setbacks are the most appropriate for each zone. Update Building Zone Regulations as necessary.
-



- d. Within each commercial zone, review properties that meet the minimum lot size requirements and have made improvements to the maximum limit of the zoning regulations to ensure that the relationship between building height, building coverage, floor area ratio, lot coverage, and street setbacks are the most appropriate for each zone. Update Building Zone Regulations as necessary.

Historic Preservation is a Key Component of Community Character

Greenwich is well-known for its outstanding architecture and rich history. It is imperative to retain these distinguishing characteristics by encouraging the maintenance and preservation of older homes. The Town, in coordination with the Greenwich Historical Society, has employed a multi-tool approach.

STATE REGISTER OF HISTORIC PLACES

The State Register of Historic Places is an official listing of properties and sites important to the historical development of Connecticut. There is no specific protection afforded properties listed on the state register. Every site listed on the national register and all structures in local historic districts and local historic properties are listed on the state register.

NATIONAL REGISTER OF HISTORIC PLACES

The criteria for inclusion for the National Register of Historic Places are the same as for the State Register of Historic Places. Listing on the National Register draws attention to the historical significance of the building, object, district or road. While being on the list affords protection against certain federal interference, it does not by itself prohibit alterations or demolitions. There are a multitude of buildings on the National Register. Some examples include the former US Post Office at 310 Greenwich Avenue, the Thomas Lyon House, the Sylvanus Selleck Gristmill, the Sound Beach Railroad Station, Samuel Ferris House, Rosemary Hall (still used as a school at the corner of Ridgeway and Zaccheus Lane), Little Bethel A.M.E. Church, Indian Harbor Yacht Club, and the





GREENWICH LANDMARKS

Established by The Greenwich Historical Society, this program recognizes historically or architecturally significant buildings in Greenwich. There are no restrictions or protections placed on the buildings in the program. More than 300 structures have received the designation since its inception in 1987. Pictured: Putnam Cottage.

Photo: John William Hayes, Greenwich resident

Western Greenwich Civic Center. There are also eight districts on the National Register in Greenwich, including the Putnam Hill, Round Hill, Fourth Ward, Glenville, Greenwich Avenue, Greenwich Municipal Center, River Road/Mead Avenue, and the Strickland Road Historic Districts, each containing many contributing structures.

NATIONAL HISTORIC LANDMARK (NHL)

National Historic Landmark listing recognizes the country's most important historic resources. The designation carries with it a very high degree of protection. The only NHL in Greenwich is the Bush-Holley House (circa 1730) in Cos Cob, site of Connecticut's first art colony. One of the Town's oldest buildings, Bush-Holley House was purchased by the Greenwich Historical Society and opened to the public as a museum a year later in 1958.

LOCAL HISTORIC DISTRICT/PROPERTY

These districts and properties are locally designated. Once designated, no alterations can be made to the exterior without first applying for a Certificate of Appropriateness from the Historic District Commission. There are three Local Historic Districts in Greenwich – Strickland Road and Mill Pond Court district, the Round Hill Road/John Street district, and the Stanwich district, and four Local Historic Properties – Jeremiah Mead House on Taconic Road, Charles Green House on Round Hill Road, French Farm on Lake Avenue, and Gershom Lockwood III House on Dingletown Road.

HISTORIC ZONES

Planning and Zoning may grant Historic Overlay, or Façade Easement status to properties in Greenwich. The designations allow for zoning bonuses in exchange for a property owner's agreement to preserve and

protect a significant historic or architectural asset. After designation, any application for alteration to the historic structure is referred to the Historic District Commission for a Certificate of Appropriateness. There are currently over 30 properties that have been granted a Historic Overlay.

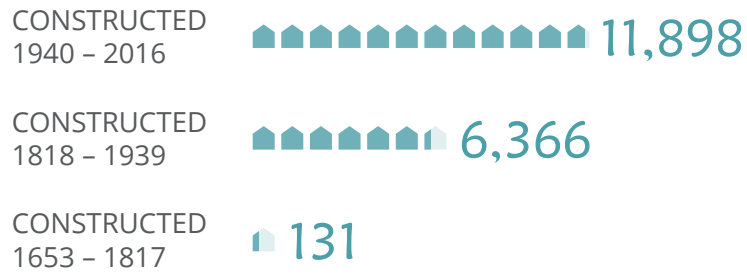
SCENIC ROADS

This designation not only encourages sightseeing along the road but also helps preserve it from modifications that would detract from its appearance, such as rerouting or widening. The five currently designated scenic roads are Buckfield Lane, Burying Hill Road, Cliffdale Road, Selden Lane, and Sawmill Lane. A road may be designated scenic if it is not a main road and meets at least one of the following criteria: narrow, unpaved, or bordered by scenic views, stone walls, large trees, waterways, or natural terrain. The road must have a minimum length of a one-half (1/2) mile. Owners of properties on scenic roads preserve their property rights but have a right to a public hearing by the Planning and Zoning Commission, which makes recommendations to the Department of Public Works before changes other than routine maintenance may be made to the road.

CERTIFIED LOCAL GOVERNMENT

As of September 30, 2009, the Town of Greenwich became a certified local government and thus entered into a formalized partnership with the Connecticut State Historic Preservation Office to ensure the broadest possible participation of local government in the national historic preservation program while maintaining the preservation standards established by the U.S. Secretary of the Interior.

The Town GIS and Assessor's records show 6,497 structures built in 1940 or earlier.



The 6,497 structures constructed through 1940 include primary dwelling units and accessory structures, as well as business establishments, and they are spread out in all areas of the Town. Age is not the only criterion used by the Historic District and

the Planning and Zoning Commission to determine whether or not a structure is worthy of preservation and to what degree the incentives should be enabled. Other criteria include historical events that may have taken place and the type of construction.

OBJECTIVE 1.4 Preserve local historic sites, buildings, and resources.



- a. Promote historic sites as a significant part of the community character and increase public awareness of local historic resources through print and digital means.



- b. Create a part-time Certified Local Government Coordinator (CLGC) position to maintain Greenwich's designation as a Certified Local Government (CLG) and focus on obtaining grants from the CLG program. The coordinator should also manage updates of the inventory of historic homes in Town.



- c. Maintain a list of qualified buildings, sites, structures, and districts eligible to be on the National Register of Historic Places.



- d. Review incentives offered in the Building Zone Regulations designed to encourage the preservation of historic structures and landscapes and those homes in Local Historic Districts.



- e. Create "Tourism and Cultural Asset Map of Greenwich" as a guide for new residents and visitors in Town. The map should be updated annually to maintain accuracy and reflect the dynamic character of Town.



- f. Identify candidates worthy of application for inclusion on the National Register of Historic Places.

Villages Maintain a Center that Creates an Identity for the Larger Community

Each of the villages in Greenwich, including Byram, Cos Cob, Glenville, Old Greenwich, and Riverside, have a distinct style and history which are preserved and reflected through the built environment. The process of developing neighborhood plans uncovered the need for additional educational efforts to inform citizens that the zoning regulations represent guidelines for future development, rather than preservation of existing development. Each neighborhood

requested that the Commission consider the Village District Overlay Zone as a way to protect its distinct characteristics. The zone would enable a community and neighborhood identity/wayfinding program, or streetscape program to emphasize its distinct character. This approach could help accentuate a key piece of an area's history, such as the artist colony of Cos Cob or the historic mills of Glenville.



Glenville



OBJECTIVE 1.5 Use the Village District provision of the Connecticut State Statutes (Section 8-2j) as one tool to provide an extra regulatory protection of the distinctive character, landscape, and historic structures.



- a. Establish Village Districts for Banksville, Byram, Cos Cob, Chickahominy, Glenville, Old Greenwich, North Mianus, Pemberwick, and Riverside as a way to foster an individualized sense of place within a cohesive town-wide framework:
 - i. Maintain and expand individualized wayfinding signage to mark routes to important destinations within each village.
 - ii. Create an individualized sign program for commercial areas.
 - iii. Develop design standards for sidewalks, street trees, pedestrian lighting, bicycle racks, seating, signage and public art.
 - iv. Enhance the “gateway” at major entry/arrival approaches to each village through landscaping.
 - v. Develop a street tree plan to capitalize on tree services, such as heat island amelioration, shading of parking areas, temperature regulations for buildings, and the visual goals of character and community of place.

2. Develop housing opportunities for the future



Byram

Greenwich Housing Market

Greenwich remains one of the region's highest priced housing markets, reflecting both the character of the housing stock as well as the desirability of the community. This prosperity, however, creates a difficult market for young families, an aging population, town employees (of whom only a third currently live in town), and particularly those earning less than the area median income. This situation will likely increase demand for attached and multi-family housing in Town. The availability of new housing options

may in turn influence turn-over of existing single-family homes.

There has been steady reinvestment back into the community. Between 2009 and 2019, approximately 847 residential building permits were issued for new homes, an average of 85 per year, and 78 new buildable lots were created through subdivisions. Between 2009 and 2012, there was a marked decrease from the average number of permits, due to the recession.



Greenwich Harbor

The 2009 Plan noted the desire for more affordable and moderate income (work-force) housing units in Town. In response to this goal, the Building Zone Regulations were amended to promote the inclusion of below-market rate housing units, resulting in a reduction of the shortage of housing for those employed by the Town and by not-for-profit and non-governmental agencies.

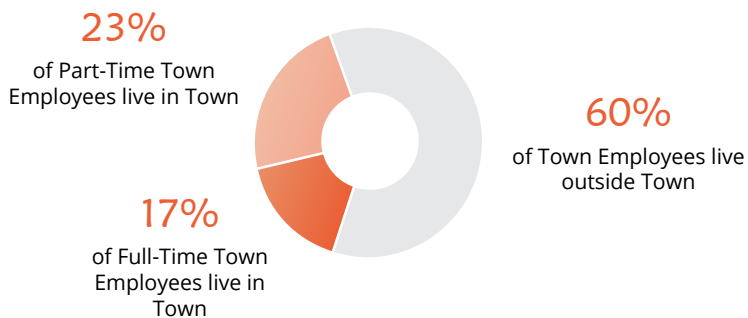
That said, the top two anticipated housing needs for the near future are:

1. Housing that is more affordable,
2. Housing for an aging population.

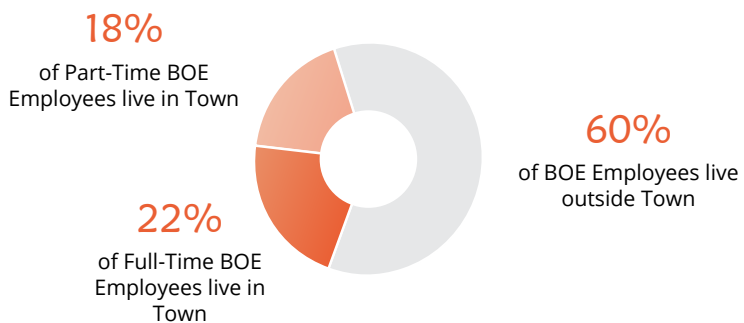
It is likely these two needs will generate a strong market for multi-family developments.

Zoning changes were designed to reduce the shortage of affordable housing for municipal workers.

TOWN EMPLOYEES



BOARD OF EDUCATION EMPLOYEES



Affordable Housing

In Connecticut, the term “affordable housing” is defined by state statute as housing for persons and families that would cost them 30% or less of their annual income, where such income is less than or equal to the area or state median income, whichever is lower. The 2019 state median income is \$100,400 and the area median income is \$144,300, so in Greenwich the state median income is used. Housing is considered to be “affordable housing” if it:

- receives financial assistance under any governmental program for the construction or substantial rehabilitation of low and moderate income housing,
- includes housing occupied by persons receiving rental or mortgage assistance under the United States Code, or
- has 30% of total dwelling units in a development with a deed restriction requiring half of the restricted units to be sold or rented to persons and families earning 80% of the state median income, and the other half sold or rented to persons and families earning 60% of the state median income.

Based on the 2019 state’s formulas, an eligible individual renting an “80% unit” can make no more than \$56,224 per year and would pay no more than \$1,396 per month for a one-bedroom unit.

Based on the 2019 state’s formulas, an eligible individual renting a “60% unit” can make no more than \$42,168 annually and would pay no more than \$1,020 monthly for a one-bedroom unit.

AFFORDABLE HOUSING LAND USE APPEALS PROCEDURE

The Connecticut General Statutes Affordable Housing Act, codified as Section 8-30g, impacts communities whose housing stock is less than 10% “affordable” as defined, and is deed restricted to ensure it will continue to qualify for at least 40

years. Communities short of the 10% threshold created by the state subject themselves to the “affordable housing appeals procedure,” where local zoning regulations no longer determine what can be proposed for development. Rather the Planning and Zoning Commission must determine that there is no public, health, or safety issue that outweighs the need for affordable housing in order to approve the proposal.

AFFORDABLE HOUSING STOCK

According to the State Department of Housing’s Affordable Housing 2018 Appeals List, 5.06% of Greenwich’s housing units qualify as affordable and the Town, therefore, is not an “exempt community” per the Connecticut General Statutes. Although the Town does not technically meet the state’s 10% threshold, it has considerably more affordable housing units than the 5% would suggest, due to Naturally Occurring Affordable Housing.

Naturally Occurring Affordable Housing refers to residential rental properties that maintain low rents without federal subsidy. Many properties in the Town’s housing stock are affordable but are not counted as such because they are not deed restricted for 40 years.

MORATORIUM

The state offers a moratorium from section 8-30g of the statutes to those communities which have accumulated enough “housing unit equivalent points” to surpass two percent of the units in the last Census. For example, family units restricted to families whose income is equal to or less than 80 percent of the state median income shall be awarded one point for an ownership unit and one and a half points for a rental unit. With 25,631 units in the 2010 Census, Greenwich would need to accumulate 512.6 housing unit equivalent points to qualify for this moratorium. All affordable housing proposals would then have to comply with the town’s Building Zone Regulations.

OBJECTIVE 2.1 Create more affordable housing as currently defined under Section 8-30g of the Connecticut General Statutes.



- a. Update the Building Zone Regulations to further promote affordable housing through inclusionary zoning measures, pursuant to Section 8-2i of the Connecticut General Statutes, such as:
 - i. the setting aside of a reasonable number of housing units for long-term retention as affordable housing through deed restrictions or other means;
 - ii. the use of density bonuses; or
 - iii. payments to a housing trust fund to allow funds gathered from state and federal grants, donations, and other sources to facilitate construction of affordable housing.



- b. The Housing Authority of the Town of Greenwich should use property they own to develop more affordable and senior housing. Secondly, inventory Town-owned land that could be offered to the Housing Authority through a long-term lease, particularly if this can be accomplished through adaptive re-use.



- c. Update the Townhouse, Neighborhood, and Residential-Planning Housing Design-Small unit (R-PHD-SU) Zone requirements in the Building Zone Regulations to increase subsidized housing that can be counted towards the Town's affordable housing inventory as defined by the State.



- d. Update the elderly and affordable accessory housing requirements in the Building Zone Regulations to further promote this "hidden housing."



- e. Utilize the property tax revaluation process to identify illegal apartments and encourage conversion of these units to legal, deed-restricted, affordable housing units that count towards the Town's affordable housing inventory as defined by the State.



- f. Encourage subsidized housing in areas that are served by transit.

Objective 2.2 Work with other Fairfield County Towns, the regional council of governments, the Connecticut Chapter of the American Planning Association, and others to consider amendments to the statute.



- a. Lobby state legislators to modify Section 8-30g of the Connecticut General Statutes to use the area median income of the Metropolitan Statistical Area (MSA) of Stamford-Norwalk, as opposed to the state median income.



- b. Lobby state legislators to use Naturally Occurring Affordable Housing (NOAH) in the affordable housing tabulation.

Aging Population

As the population continues to age, many people remain in their homes for lack of options, which in turn reduces the number of homes available to growing families. For this reason, an increase in demand for diverse housing options, particularly smaller detached homes, single-family attached, and multi-family options will provide the opportunity for residents to “age in place” and stay in the community.



Objective 2.3 Facilitate housing options that encourage seniors to stay in Greenwich (“aging-in-place”) and are designed for enjoyment of all.



- a. Promote age-friendly housing options in or near walkable, pedestrian-friendly areas with one-floor living, lifestyle amenities, elevators, limited maintenance, and proximity to restaurants and other retail.



- b. Develop regulations for assisted living facilities and comprehensive care communities.



- c. Remove and prevent barriers to people with disabilities in existing developments.



- d. Track the projected growth of the Town’s senior population against development opportunities for age-restricted housing and adjust Building Zone Regulations as necessary.



15 Lafayette Court, downtown Greenwich

Multi-Family Developments

For built-out communities like Greenwich, “infill development” of new housing on vacant or underutilized land in an already developed area is the most common means to satisfy demand for additional housing. The American Planning Association describes infill development as redevelopment that, “optimize[s] prior infrastructure investments and consumes less land than is otherwise available...” When this development is multi-family housing, it is that much more important that the new housing is compatible with the existing and desired future character within

each neighborhood. Zoning regulations have to be regularly revised to ensure both the bulk of the buildings and their relationship to surrounding properties and the street meets the vision of the community. The regulations will provide developers with more direction and neighborhoods with more security in how each neighborhood could change. The current housing stock includes 25 moderate income dwelling units, 23 “affordable housing” units, 91 elderly accessory apartments, and 16 affordable accessory apartments.

Objective 2.4 Support housing that is in keeping with the existing built environment, contributes to Town character, and is a more predictable product for both the neighborhood and developer.



- a. Review incentives offered to build moderate income housing incentives to ensure they are predictable and the greater the incentive, the greater the number of units offered.



- b. Encourage adaptive re-use of existing structures for multi-family development.



Greenwich Shore Apartments, Byram

3. Provide top quality educational facilities



Greenwich High School graduation

Town schools are perhaps the most important institutional element of land use decisions. Greenwich public and private schools are a highly desirable characteristic of the community and represent an attractive draw for young families. Our schools also have

significant impacts on transportation patterns, roadway service demands, residential choices, housing development and prices, as well as water and other utility demands. Traditional development patterns find schools in all residential neighborhoods.

Public Schools

Public Schools in Greenwich

		NAME	ADDRESS	PROPERTY ACRES (GIS)
1	High School	Greenwich High School	10 Hillside Road	54.75
2	Middle Schools	Central Middle School	9 Indian Rock Lane	22.30
3		Eastern Middle School	51 Hendrie Avenue	16.08
4		Western Middle School	1 Western Junior Highway	22.09
5	Elementary Schools	Cos Cob School	300 East Putnam Avenue, Cos Cob	6.57
6		Glenville School	33 Riversville Road	19.83
7		Hamilton Ave. School	184 Hamilton Avenue	4.43
8		International School at Dundee	55 Florence Road	10.70
9		Julian Curtiss School	180 East Elm Street	15.30
10		New Lebanon School	25 Mead Avenue	7.72
11		North Mianus School	309 Palmer Hill Road	9.53
12		North Street School	381 North Street	23.06
13		Old Greenwich School	285 Sound Beach Avenue	11.05
14		Parkway School	141 Lower Cross Road	17.07
15		Riverside School	90 Hendrie Avenue	11.20

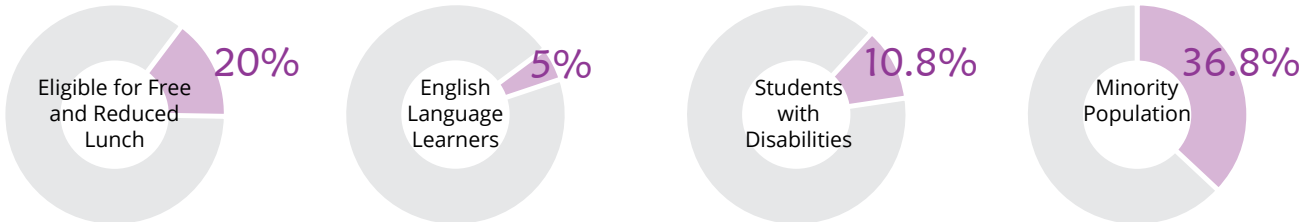
STUDENT ENROLLMENT

The Greenwich Public School District facilities include eleven elementary schools (K-5), three middle schools (6-8), one high school (9-12), and one alternative high school. The schools range in size from the 220-pupil Parkway Elementary School to Greenwich High School with 2,795 students. The district also provides a tuition-based preschool program with locations at four of our elementary schools.

Preschool - Grade 12 Enrollment: **9,113**

Average Elementary Class Size: **20**

(Source: October 2018 GPS Enrollment Report)



(Source: State Department of Education District Profile and Performance Report 2016-2017 School Year)

LAND USE ISSUES

The most relevant land use issue associated with schools within the Town is the need to meet the new State of Connecticut uniform school safety standards developed by the School Safety Infrastructure Council (SSIC), and the need to expand or modernize facilities for academic and athletic learning space in order to remain competitive in their market. Any future campus upgrades must be done with consideration of and in harmony with surrounding residential neighborhoods.

SCHOOL SAFETY ISSUES

In April 2013, the Connecticut General Assembly passed, and Connecticut's Governor signed, Public Act 13-3 (as amended under P.A. 15-3), An Act Concerning Gun Violence Prevention and Children's Safety. A key component was the formation of the School Safety Infrastructure Council (SSIC), which was charged with developing school safety infrastructure standards for school construction projects. As of July 1, 2014, any public school applying for a school construction grant from the State of Connecticut must comply with the design standards developed by SSIC in order to be eligible for state monies. The recently constructed New Lebanon School is an example of a school built under these new requirements.

Under the umbrella of school safety is traffic control and enforcement. In the State of Connecticut, automated traffic enforcement through sensors and photographs, known as "Automated Traffic Enforcement" or "Photo Radar," has not been authorized by the legislature and therefore cannot be used. This applies to "school zones" and red light running cameras. The Town currently has a number of School Zone Speed Limit signs that provide a visual display of vehicle speed to drivers but do not record data. This is known as "passive enforcement."

BUILDING IMPROVEMENTS

The Greenwich Public Schools 2015-2020 Strategic Plan was designed to achieve academic, personal, and interpersonal growth by providing personalized learning opportunities for each student. Going hand-in-hand with the push for personalized learning, are the driving concepts behind 21st century classroom design: flexibility, varied seating options, and technology integration that supports inclusive classrooms and allows students to move at their own pace. These initiatives may require additional space.

PUBLIC PLAYING FIELDS

Greenwich has 61 public athletic fields located on 15 school campuses and in public parks. The Parks and Trees Division maintains all fields whether the field is in a park or on school grounds.

Five artificial turf athletic fields have been constructed at Greenwich High School since 2004 and one new artificial turf field has been constructed at the new Cos Cob Park. Excluding school day and extra-curricular activity usage by the Greenwich Public Schools, the largest field user, there were over 25,300 field hours scheduled by permit in the 2017-2018 year.

The need for soil remediation and recent changes in the school start times has put a strain on the field usage. Field closures due to remediation at Greenwich High School, Western Middle School and New Lebanon School created a need for schedule adjustments. Western Middle School inter-scholastic sports were moved to other sites, including Cos Cob Park's Benvenuto Field, Strazza Field, Teufel Field and Pemberwick Park. The change in school start and ending times has impacted field scheduling for almost every user group.



In all, over 75 acres of athletic turf are maintained for a variety of field sports, including baseball, softball, football, lacrosse, soccer, little league baseball, cricket, rugby, tee-ball, field hockey, lawn bowling, and croquet.

Havemeyer ball field

Private Schools

Greenwich is home to 10 private institutions providing standard education as well as specialized education, including Montessori, special education, parochial schools, international schools, and all-girls or all-boys schools. Many of these schools have been recognized as the best in Connecticut, and

some among the best in the United States. These independent schools routinely offer their facilities to nonprofit organizations, municipalities, and civic groups. The majority of the private school students reside in Greenwich.

Private Schools in Greenwich

	NAME	ADDRESS	STUDENT POPULATION	PROPERTY ACRES (GIS)
1	Brunswick School – Upper School	100 Maher Avenue	413	10.57
2		1275 King Street	303	27.12
3	Brunswick School – Middle School	100 Cliffdale Road	staff residence	16.33
4	Brunswick School – pre-K and K (90 students) & Lower School (216 students)	1232-1252 King Street	306	103.70
5	Carmel Academy	270 Lake Avenue	190	16.27
6	Convent of the Sacred Heart	1177 King Street	731	109.17
7	Eagle Hill School	45 Glenville Road	260	11.17
8	Greenwich Catholic School	471 North Street	409	32.56
9		23 Fairfield Road	staff residence	17.21
10	Greenwich Country Day School	47 Fairfield Road	staff residence	24.34
11		257 Stanwich Road	210	32.42
12	Greenwich Country Day School – lower and upper elementary middle	401 Old Church Road	900	31.29
13	Japanese School of New York	270 Lake Avenue	122	
14	The Greenwich Academy	200 North Maple Avenue	800	33.04
15	Whitby School	969 Lake Avenue	350	30.77

Objective 3.1 Develop tools to permit the reasonable evolution of schools, while mitigating negative externalities upon the residential neighborhoods where these institutions are located.



- a. Support site improvements involving school safety infrastructure standards for school construction projects.



- b. Create a security task force led by the Board of Education to assess and prioritize safety improvements to school buildings.



- c. Work in cooperation with the Greenwich Public Schools to understand the land use implications of their master facilities plans and future enrollment scenarios.



- d. Ensure involvement by any group or groups organized through the Town government to study how to increase playing field time (new fields, artificial turf, turf management, etc).

Objective 3.1 continued



- e. Increase buffer space, as well as planting requirements, between institutional and residential uses, particularly around parking lots, auditorium spaces, and athletic facilities.
-



- f. Continue to work with educational facilities to increase utilization of student busing, walking, or cycling, as opposed to parent drop off/pick up.
-



- g. Lobby state legislators to create enabling legislation so the Town can implement an automated system around the schools to ticket speeders and avoid using town police resources.
-



- h. Avoid removal of trees on Town property including at parks and schools. If removal is required, ensure that replacement ratios are met.
-



- i. Explore transportation options for after-school activities to reduce single ridership.

4. Sustain and improve our natural environment and landscape



Photo: Karen Popp, Greenwich resident

Increasingly, communities are looking for ways to maximize the opportunities and benefits associated with development while minimizing and managing negative environmental impacts. Where and how development occurs can dramatically affect a community's watersheds, infrastructure, and water supplies.

While Greenwich still has considerable acreage in oversized lots or vacant parcels, development remains confined primarily to re-development or development of marginal and less expensive land. Examples include land with shallow ledge, soil, or ground water table, steep topography, wetlands, protected

watersheds, irregular lot shape and zoning setbacks. Beyond the aesthetic issues caused by significantly modified landscapes, altering landscapes can also obstruct the natural processes of wildlife habitats, storm water flow, air movement throughout the landscape, soil, and the natural harmony found in smooth topographic transitions. The trend to elevate or cut the land on one parcel to create flat topography can create problems between neighbors.

The hydrologic and water quality impacts from "urban" runoff are significant. The Town's steep slopes, rock outcrops, and shallow soils are inherently poor at absorbing

stormwater. Houses, roads, parking lots, and even lawns do little to absorb rainwater, resulting in the need for additional infrastructure to manage stormwater in order to reduce property damage from flooding. Stormwater runoff issues start when water flows over land, or impervious surfaces,

does not percolate into the ground, nor is appropriately captured. The natural setting and built-out condition in Greenwich ensures that the protection of water resources and the management of stormwater will remain a municipal concern for the foreseeable future.

Drainage Manual and Site Development Techniques

The Engineering Division of the Department of Public Works reviews project proposals for technical compliance with the Greenwich Drainage Manual. It is the responsibility of the regulatory land use agencies to ensure that non-structural Low Impact Development (LID) techniques are fully utilized prior to turning to structural solutions.

The Greenwich Drainage Manual promotes:

1. Reducing runoff and site disturbance through use of LID,
2. Reducing pollutants carried by runoff by using source control and pollution prevention practices to limit exposure of pollutants to rainfall and runoff,
3. Applying stormwater Best Management Practices (BMPs) to collect, detain, and treat the stormwater that remains after applying the LID site planning and source control methods.

The following site planning and design techniques are the recommended development approaches, but are not necessarily regulated in a way that can prevent an alternate approach:

- Preserving undisturbed natural areas
- Preserving or restoring riparian buffers, floodplains, and shorelines



Rain garden in Bruce Park

- Minimizing grading and clearing
- Avoiding compaction of soils
- Avoiding disturbance of highly erodible soils
- Preserving natural topography
- Avoiding sensitive areas
- Reducing clearing and grading limits.

Objective 4.1 Explore regulatory mechanisms to gain site designs more in keeping with the Low Impact Development techniques promoted in the “Town of Greenwich Drainage Manual.”



- a. Create a pre-application process, using Section 7-159b of the Connecticut General Statutes, to let a developer review a concept plan with the Planning and Zoning Commission and discuss how the design protects environmental resources on the property before designing stormwater controls.



- b. Consider regulations to prevent significant grade alterations and provide standards for construction on slopes over 25 percent.



- c. Encourage use of existing building footprints in redevelopment or re-use.



- d. Update conservation subdivision regulations to create an attractive option for developers looking to divide oversized lots. This is particularly relevant in the backcountry (north of the Merritt Parkway), where the intent is to preserve the rural character, promote development that results in a large percentage of open land, and retains natural features such as wooded areas, rugged topography, rock outcroppings and streams.



- e. Adjust “green space” requirements to facilitate retention of natural vegetation and topography, as opposed to allowing lawn to solely satisfy this standard, particularly on properties in the larger acreage zones (RA-1, RA-2, and RA-4).

A Sustainable Greenwich

In 2018, Greenwich was named one of five Connecticut municipalities to earn the highest ranking of “Silver” by Sustainable CT, a statewide initiative administered by the Institute for Sustainable Energy at Eastern Connecticut State University. There are now nine municipalities. The program is pervasive in its areas of focus, covering expected topics such as energy conservation, low impact development, and waste reduction. The program expands on these areas of interest to encompass healthy, efficient, and diverse housing, vibrant and creative cultural ecosystems, and thriving local economies, for example. For Greenwich to earn its silver ranking, the town satisfied 36 varied actions of the 55 offered.

Within the diversity of topics, energy conservation is surely a focus of sustainability. The Town has historically made efforts in this area, including the installation of solar

power at Greenwich High School as part of the Clean Energy Community program, as well as solar photovoltaic, geothermal, a green roof, and LED lighting upgrades.

A subcommittee of the Conservation Commission more recently studied the Town’s advancements in energy efficiency and carbon emissions. The outcome was a recognition that while disjointed achievement has been made, there is no centralized, knowledgeable entity to cohesively guide the town on energy consumption. A reduction in energy consumption not only reduces costs but also increases resiliency and addresses our responsibility to reduce the Town’s carbon emissions.



Cos Cob Marina

Objective 4.2 Encourage sustainability initiatives and infrastructure to reduce negative impacts on the environment.



- a. Maintain the highest ranking by Sustainable CT.
-



- b. Continue to educate the Greenwich community on clean energy issues, opportunities, and programs. Develop brochures for public distribution as well as a broader on-line presence.
-



- c. Create an Energy Commission to implement a coordinated effort to reduce energy consumption in Town buildings and schools to promote the means for the community to follow suit.
-



- d. Support the installation of microgenerators using renewable power sources, such as roof-top solar installations, in keeping with the Town character.
-



- e. Explore the installation of fuel cells and microgrids in areas where redundant electrical generation is considered critical to storm resistance and recovery.
-



- f. Develop a public information strategy to educate private property owners on retrofitting their properties to more effectively manage stormwater runoff and conserve water.



Greenwich Country Day School



Greenwich Country Day School

Objective 4.2 continued



- g. Update the Town's soil and erosion control regulations to incorporate the 2002 CT Soil and Erosion Control Guidelines. Investigate eliminating the 0.5 acre threshold of disturbance for regulatory purposes.
-



- h. Encourage grey water use within existing state standards and lobby local legislators to draft a bill for broader grey water use in Connecticut.
-



- i. Continue to implement the best stormwater management practices available for the Town's roadway network, to meet permit requirements and to help protect the stormwater network and the environment to the extent possible.
-



- j. Review Town roadway standards to look for opportunities to implement low impact design into their construction.
-



- k. Protect stream corridor buffers by limiting the removal of vegetation, construction, soil disturbance, and installation of impervious surfaces, as well as the use of pesticides and other chemicals within floodplains and near streams.
-



- l. Encourage less automobile usage by promoting alternate forms of transportation, such as walking, bicycling, and public transportation.

Objective 4.2 continued



- m. Develop a long-range plan to treat the Town roadways that drain untreated onto personal property, wetlands, and water courses, in a way that does not compromise safety or cause drainage issues.
-



- n. Work with the Connecticut Department of Transportation to mitigate the direct discharge of untreated stormwater runoff from Interstate 95 into Long Island Sound.
-



- o. Enforce sustainable best practices in site development as noted in the Town Drainage Manual.
-



- p. Work through voluntary and regulatory channels to help prepare the community for the transition to electric vehicles by promoting publicly accessible EV charging stations. Integrate an EV charging standard in zoning regulations for new or redeveloped multi-family and commercial development.
-



- q. Revise Building Zone Regulations to incorporate standards for installation of renewable energy sources for new commercial and large-scale multi-family development.
-



- r. Create a natural hazard map by delineating FEMA's Special Flood Hazard Areas on the proposed land use map.

Coastal Resiliency

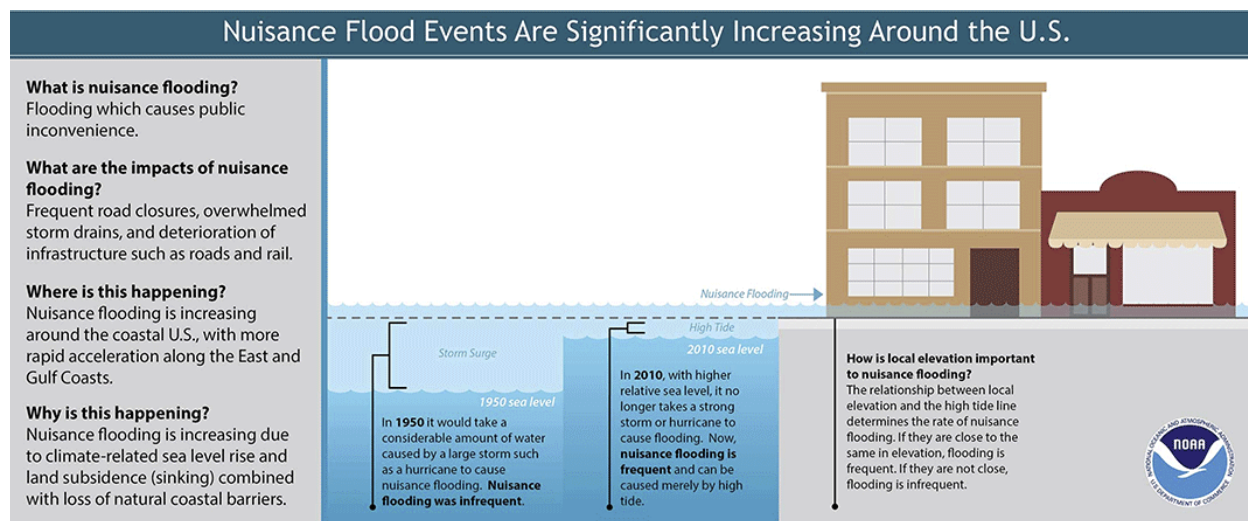
The National Oceanic and Atmospheric Administration (NOAA) has projected ongoing sea level rise to reach an additional 20 inches by 2050 (these projections can be tracked at <https://coast.noaa.gov/digitalcoast/tools/slr.html>). In acknowledgment of this trend, the Town and its residents need to contemplate changes to our coastline through nuisance flooding, storm surge, and permanent rises in sea level. It is probable that sea level rise will make coastal areas inaccessible during extreme high tides and storm events, render septic systems non-functional, create impacts from salt water intrusion, and diminish functionality of the stormwater management system. The community already experiences some of the effects to lesser degrees and can anticipate more frequent impacts at greater intensities.

With planning horizons of ten years for the POCD and 30+ years for public works projects, it is the responsibility of our residents to address the ongoing changes and begin implementing safeguards now.

The coastal area is recognized as one of the Town's most important natural resources providing a variety of environmental, economic, and community benefits for Greenwich. It is of utmost importance to understand the magnitude of the changes to the coast from sea level rise and storm events and bolster resiliency to the extent practical.

The shoreline is predominately residential but also includes other land uses, such as private and public recreation facilities, businesses, a sewage treatment plant, and supporting infrastructure. The harbor areas also provide recreational and commercial shell fishing.

Key resiliency projects that have been recently completed include the rehabilitation of the Ballwood Road, Heusted Drive, and Meadow Place Pumping Stations. These projects included work to bring the stations into compliance with the current Federal Emergency Management Agency (FEMA) Base Flood Elevations and reduce the likelihood of future damage to these critical elements in the Town's system.



In Fall 2012, Hurricane Sandy wreaked havoc on Greenwich, bringing flooding to coastal areas and leaving damage and debris throughout the Town.



Stormwater runoff is not to be confused with flooding. Flooding is a general and temporary condition of partial or complete inundation of normally dry land areas due to the overflow of inland or tidal water and/or the unusual and rapid accumulation or runoff of surface waters from any source. A Special Flood Hazard Area is an area with at least a one percent chance of becoming inundated by a flood in any given year. This area is often referred to as the 100-year floodplain. Planning for sea level rise and storms will help minimize potential loss of life and destruction to property and also reduce public expenditure to protect future development from such hazards.

A resiliency planning effort is currently underway to identify specific threats and protective responses, review areas at risk due to sea level rise, assess the extent of exposure, and make site-specific recommendations to increase resiliency. The study will also examine the consequences of sea level rise and weather patterns for use in making future land use and infrastructure decisions.

The Town's character
and quality of life
remain intrinsically tied
to its shoreline on Long
Island Sound.

Any planning effort must ensure an integrated regional planning process through coordination with other communities to avoid their resiliency measures having a negative impact on Greenwich. For example, with the release of A Stronger, More Resilient New York, New York City now has a comprehensive coastal protection plan in place and has already taken steps to implement its first phase. This phase includes a \$3.7 billion program of infrastructure investments, natural area restorations, and design and governance upgrades. Proposed flood barriers in the waters off New York City could alter flood levels, currents, water quality, and sedimentation patterns in Long Island Sound, which is a concern for Greenwich. Greenwich recognizes the need to increase its resiliency against natural hazards.



Greenwich Point Park

Objective 4.3 Continue to strengthen resiliency measures against natural hazards, rising sea level, and the increase in the severity of storm events to allow Greenwich to quickly rebound from, adapt to, and thrive amidst changing conditions or challenges.



- a. Identify climate-related vulnerabilities in Town and develop recommendations for possible mitigation measures. Any plan should incorporate the preservation or restoration of natural functions and systems to protect the developed property where practical.
-



- b. Ensure an integrated regional planning process through coordination with other communities, and participation in their planning efforts. This coordination will result in greater efficiencies, harmonized planning, and will ensure the Town is well-positioned to respond to the resiliency measures of others that may have a negative impact on Greenwich and our region.
-



- c. Create or update existing individual municipal or regional coastal resilience/sustainability/natural hazard mitigation plans to evaluate the vulnerability of infrastructure, and riparian and coastal areas.
-



- d. Use the latest Light Detection and Ranging (LIDAR) maps for resiliency planning, as they have the most accurate post-Sandy elevations supplemented with sea-level rise information from the Connecticut Institute for Resilience and Climate Adaptation (CIRCA).
-



- e. Continue to review, improve, and rehearse the Emergency Operations Plan for recurring events, such as flooding.

Objective 4.3 continued



- f. Support efforts to retrofit critical buildings, such as healthcare facilities, hospitals, and long-term care facilities, and critical municipal assets for long-term resiliency. Consider creating a municipal Coastal Resilience Task Force, if necessary.
-



- g. Adjust zoning regulations for existing homes within flood zones so that these homes can be raised to increase the distance of their first floor from the Base Flood Elevation without seeking a variance.
-



- h. Develop design standards for natural infrastructure to enhance coastal resilience such as the use of plants and water to perform ecosystems services.
-



- i. Review regulations to assure appropriate setbacks for residential uses from the Coastal Jurisdiction Line (the CJL in Greenwich is elevation 5.5 feet).
-



- j. Restrict health care services, assisted living facilities, senior housing, and schools in coastal flood hazard areas, to reduce the potential of exposure of vulnerable populations.
-



- k. Educate the public regarding the importance of knowing the elevations of their homes and the Base Flood Elevation (BFE) of their area; elevating their homes above the BFE; flood proofing their home; and installing hurricane rated windows.

Objective 4.3 continued



- l. Work with wireless carriers to ensure cell tower sites and networks are resilient to storms.
-



- m. Encourage the use of living shorelines and other non-structural flood and erosion control techniques on both public and private property where appropriate.
-



- n. Advance use of marsh and tidal wetland restoration strategies.
-



- o. Closely monitor new state and federal regulations pertaining to developments in coastal areas in order to adopt regulations fostering resiliency as a priority.
-



- p. Continue infrastructure policies that limit development in areas vulnerable to natural hazards.
-



- q. Support the Department of Public Works' efforts to modify the town's infrastructure in their efforts to pursue climate change resiliency and future public safety.

If all the world's water were fit into a gallon jug, the fresh water available for us to use would equal only about one tablespoon.



Water Conservation

The geography of public water supply sources transcends municipal and state boundaries. The Water Supply Plan prepared by Aquarion Water Company (Aquarion) has a wealth of information regarding system operations, but its primary objective is to project public water supply needs over the next 5, 20, and 50 years and compare projected demands to available supply. The water supply planning for Greenwich is done as part of what Aquarion calls the Southwest Fairfield County Region, that also includes Stamford, Darien and New Canaan. The Plan indicates an inadequate margin of safety of supply versus demand in the region. Aquarion expects to address the deficit by increasing the capacity to transfer water from the Greater Bridgeport area to the Southwest Fairfield County Region in phases over the next 10 to 20 years. Within the

Did You Know?



Unbeknownst to many, 30 million oysters populate the waters of Greenwich. These and another billion combined shellfish, including clams and mussels, continuously filter Greenwich waters improving the coastal water quality. It is estimated that because of the large number of shellfish of all species in Greenwich Cove, the full volume of the Cove is filtered 2.5 times each day!

Propagation, expansion and management of these beds is an ongoing Town mandate consistent with the maintenance and improvement of water quality.

Persistent monitoring and stewarding of our harbors is a six-decades old endeavor that has shown great success and strongly warrants continued dedication.

region, there are also plans to increase the capacity to transfer water from Stamford into Greenwich.

The current two-day per week irrigation restrictions are a permanent component of Aquarion's conservation efforts and are being expanded to other Aquarion systems across the state. The planned supply improvements are not intended to eliminate the irrigation restrictions, but will reduce the need to transfer water into the region from other areas of the state. The combination of reduced usage and improved supply should also reduce the frequency and intensity of water supply restrictions, as well as the associated drought response actions in the area.

Aquarion does not proactively invest in expanding its service area to serve new customers, but rather responds to requests for service from residents and developers. This policy is based on the premise that existing customers should not have to subsidize the cost of expanding infrastructure to serve new customers. For that reason, there is no "plan" to expand water mains to any specific area to serve homes on private wells. However, if a property owner wants to pay to bring water mains to their property, Aquarion has an obligation to provide service to them, and service would become available to anyone else along the pipeline route who would like to connect.

The love of Americans for their lawn is widely evident by the 40 million acres of lawn that blanket the country. That acreage of lawn is equivalent to the acreage farmed for wheat, America's fourth largest crop. Unlike wheat, lawn has little more function than appealing to our aesthetics.

...but I love my lawn!

Did You Know?

- Lawn mowers emit 11 times more pollution than a new car.
- 17 million gallons of gas are spilled every year.
- 50% of the 90 million US households use chemical fertilizers, insecticides, and weed-killers.
- Lawns, with little to no plant diversity, fail to support pollinators and many other species.



Objective 4.4 Protect and ensure the conservation of water resources, particularly groundwater quality and quantity.



- a. Advocate for a reduction of site coverage and, where pavement cannot be avoided, promote the use of pervious pavement to reduce impervious areas as part of any new development or redevelopment.



- b. Review map boundaries and text related to locally defined aquifer areas to establish a baseline.



- c. Continue to educate residents about sources of water pollution and ways to reduce contamination from fertilizer, pesticides, road salt, pet waste and manure waste, and discharges from improperly operating septic systems.



- d. Develop guidelines to incorporate drought, flood tolerant, and sustainable planting into landscape proposals.



- e. Consider incorporating environmental sustainability, ground water recharge, and low impact criteria into special permit standards.



- f. Utilize Coastal Area Management regulations to more efficiently protect natural areas from degradation and mitigate non-point source pollution through increased use of buffers.



- g. Repeat the hydrographic dye study at appropriate intervals to ensure shellfish bed classification is accurate.



- h. Collaborate with the NGO's to support educational opportunities regarding Long Island Sound



- i. Pursue coastal cleanups and publish study conclusions as a means to educate the public on water quality issues.

Parks and Recreation

Greenwich has magnificent Town parks that are beautifully planted, with plenty of seating, playgrounds, and sporting facilities. They are key gathering spaces within the community. While centralized parks fulfill their role as spaces for large-scale social interaction, economic development, and environmental exposure for the community at large, smaller parks and a network of connectivity between

parks often have a deeper effect on people's everyday lives. For a community that is very active in walking, running, and biking, the ability to connect the larger parks would lend itself to added recreational opportunities. Parks have the potential to create a network of connectivity for pedestrians and bicyclists throughout an urban environment.

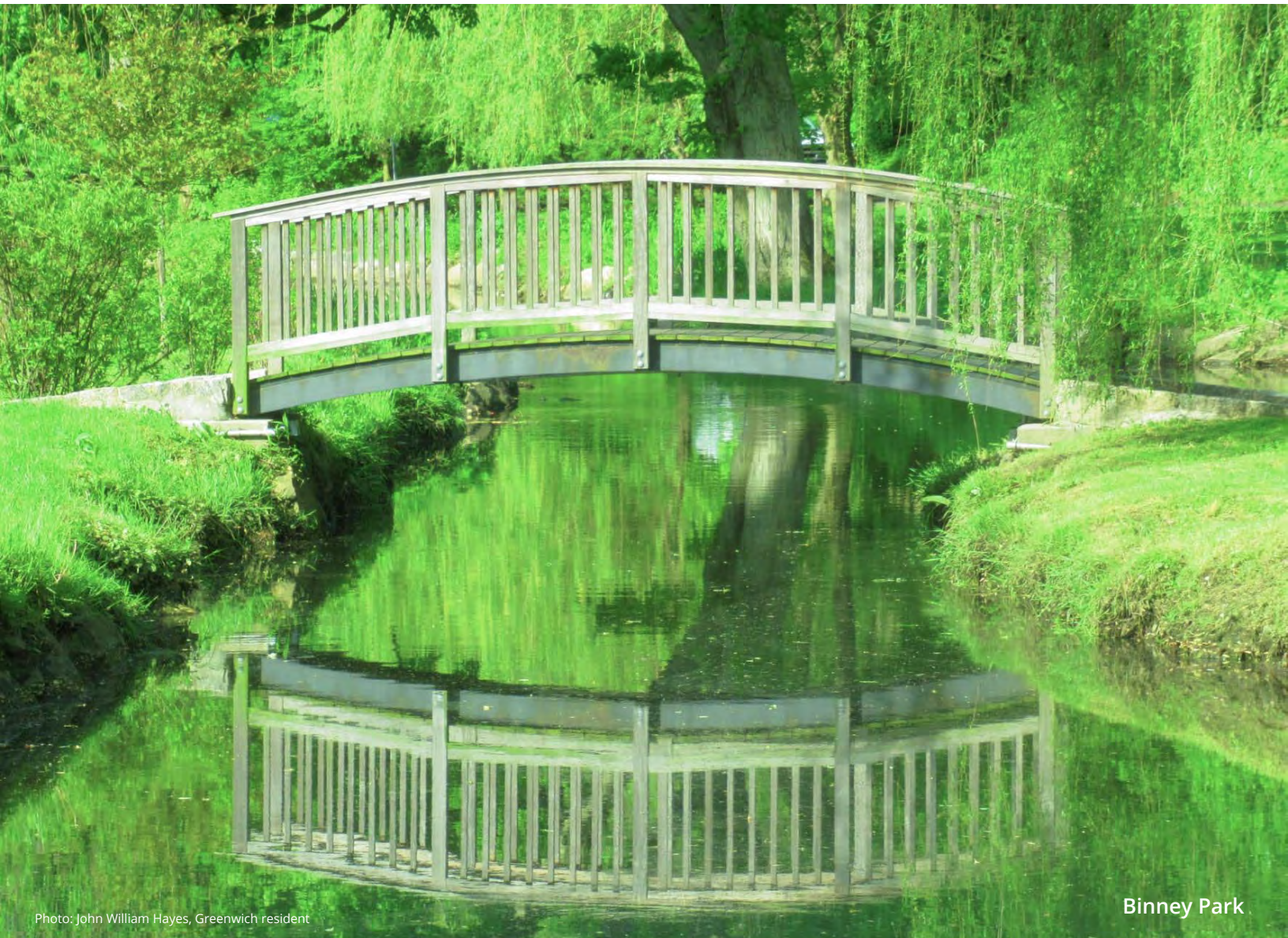


Photo: John William Hayes, Greenwich resident

Binney Park

Objective 4.5 Enhance and promote accessibility and connectivity between parks, open spaces, and public access areas in Greenwich.



- a. Work with non-government organizations to create a plan for connections between open spaces and parks.



- b. Capitalize on opportunities to develop additional parkland, particularly in areas of the community that lack access to parks.



- c. Expand the Town's extensive trail network where appropriate.



- d. Create additional dog park(s).



- e. Showcase environmentally appropriate planting in parks.



- f. Healthy parks foster healthy human and animal communities alike. Create inviting and appropriate spaces for animals such as pollinator gardens.



- g. Enhance health and wellness through innovative and diversified recreation, leisure and cultural opportunities in the parks.

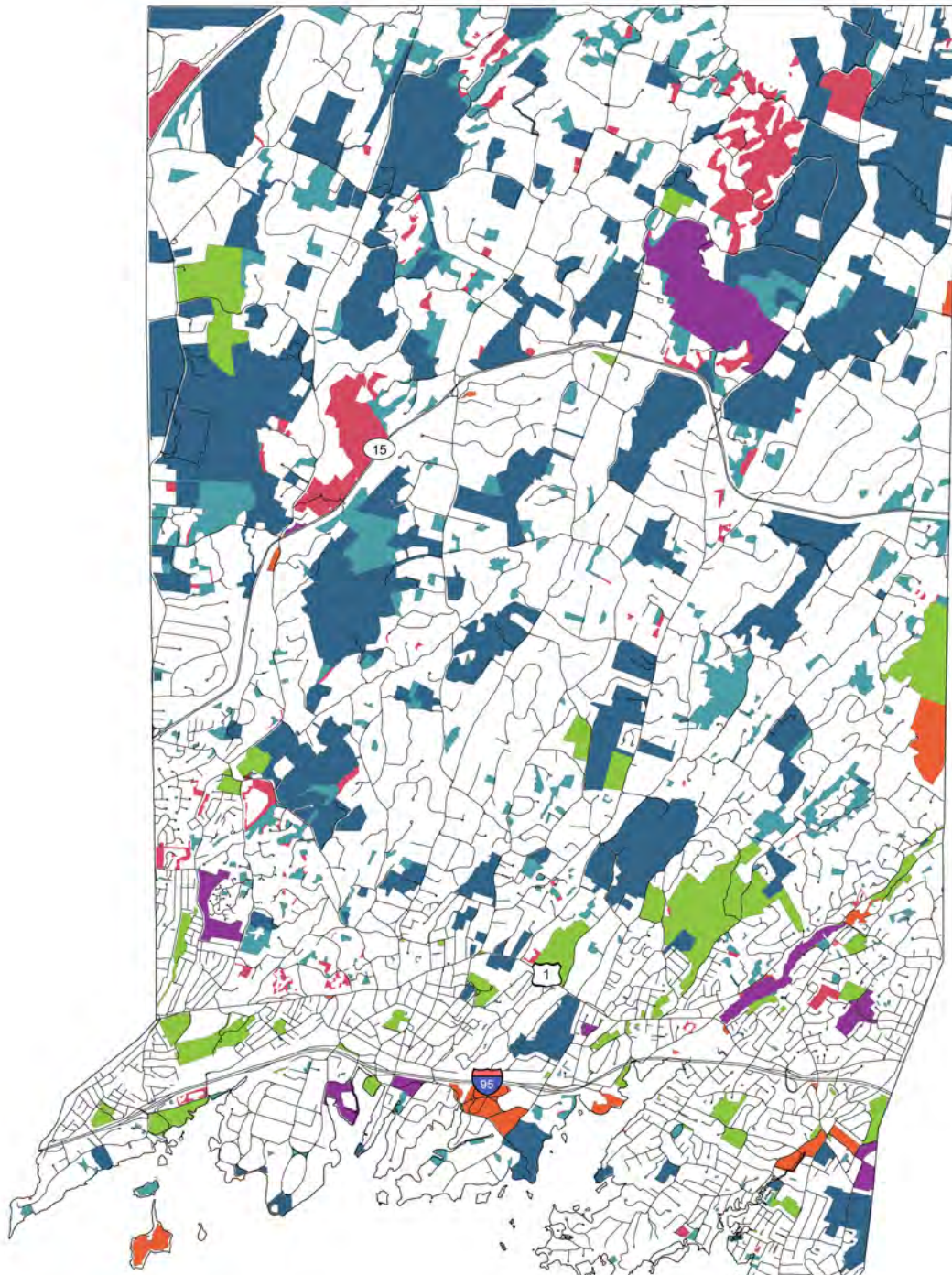
Open Space

The 2015 Open Space Plan was written as an addendum to the 2009 Plan of Conservation and Development. The Plan takes into account the important benefits of open space, including cleaning the air we breathe, the water we drink, absorbing heavy rains and flood waters, maintaining scenic vistas, creating habitats for wildlife, contributing to community character, and providing recreational facilities for residents. This 2015 Plan was approved by the Planning and Zoning Commission, but not acted upon by the RTM.

inventory that would allow the Town to chart progress in meeting a new goal of 21% open space, or another 4,143 acres of open space. Some believed this goal was unrealistic and could have unintended consequences. The previous target along with the purposes served should be updated and a step-by-step approach developed.



Fisher Field



GREENWICH OPEN SPACE

- Private Protected
- Private Unprotected
- Public Protected
- Public Restricted
- Public Unprotected
- Non Open Space
- Conservation Easement



Objective 4.6 Update the 2015 Open Space Plan.



- a. Update open space acquisition goals. Include an action plan to permanently protect currently unprotected open space and to promote the additional acquisition of open space to meet the Town's goals.



- b. Adjust the open space requirements of the Subdivision Regulations to mandate protection of valued natural features that are not necessarily protected through other means. For example, create a wetland to upland ratio consistent with the parcel as a whole (e.g., if 20% of the lot is comprised of wetlands, no more than 20% of the fee simple open space or easement area shall be comprised of wetlands).



- c. Develop open space planting standards in densely developed zones to provide greater tree canopy and deep root plantings.



- d. Reinforce public/private partnerships for open space acquisition.



- e. Investigate enabling fee-in-lieu-of-open-space funds as a tool for open space acquisition.



- f. Partner with the Conservation Commission to set greenway and pollinator pathway target goals for Greenwich.



- g. Adopt the updated Open Space Plan as a stand-alone document to complement the goals of the POCD.



- h. Clarify the allowed uses of open space set asides required in the Subdivision Regulations and the purposes they serve.

5. Maintain economic vitality and thriving commercial centers



100 West Putnam Avenue

Attractive, convenient, and vibrant commercial areas are hallmarks of the finest residential suburbs and are an essential component of great places to live. The Town's commercial areas are distinct places, each with its own unique identity and convenient connections to its surrounding neighborhood. They provide goods and services and are places to gather and socialize. They comprise the Central Greenwich and downtown districts, the Post Road Corridor (East and West Putnam Avenue), villages, such as Byram and Old Greenwich, the low-density Business Executive Office Zone (BEX-50) in the triangle of northwest Greenwich that is cut off by

I-684, and the Waterfront Business (WB) Zone found along the Byram and Mianus Rivers and at Greenwich Harbor.

Although retail markets are changing due to increased on-line commerce, e-commerce only accounted for \$452 billion of the more than \$5 trillion in United States retail sales, which is 8.9% of total retail 2017 sales, according to the U.S. Department of Commerce.

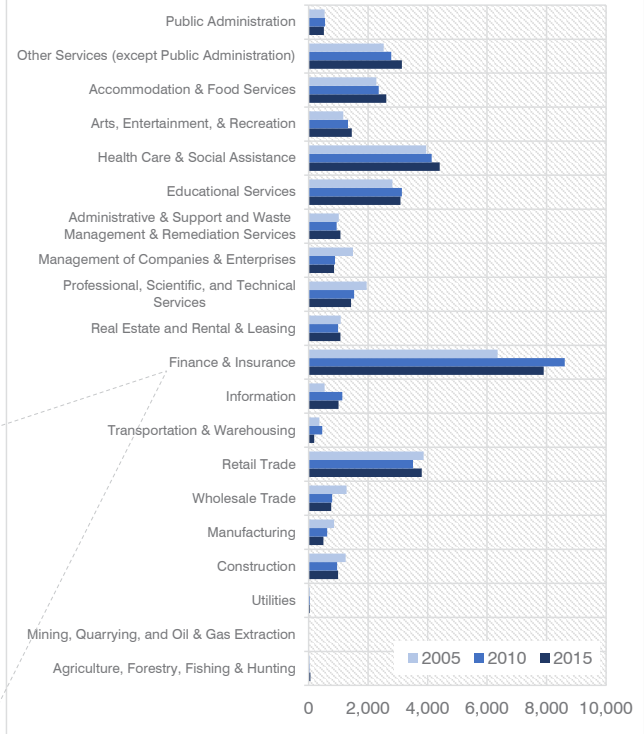
The Town must adapt to market changes and ensure our commercial centers remain viable and successful. This may mean redefining the uses encouraged in its retail zones.

Finance & Insurance Jobs in Greenwich (2018)



Data Source: ESRI and Infogroup

Jobs in Greenwich (2005 to 2015)



Data Source: USCB Longitudinal Employer-Household Dynamics



Greenwich Avenue

Objective 5.1 Retain, grow, and attract a wide range of businesses to increase the Town's competitive advantage.



- a. Reconsider the uses allowed in retail zones to encourage the retail outlet, such as pop up stores, and brick and mortar interface as an outlet for e-commerce.



- b. Establish ongoing representation by the Planning and Zoning Commission on the Selectmen's Economic Advisory Committee (EAC) or its successor. Create high-quality economic development marketing materials and use the Town's website to promote the Town's economic assets and opportunities to external audiences (site selectors, state officials, trade associations, developers).



- c. Enhance Greenwich's participation in the Fairfield Five and other regional economic development initiatives within Fairfield County, Connecticut, and the New York City Metropolitan Area.



- d. Ensure home office zoning regulations are supportive of telecommuting.

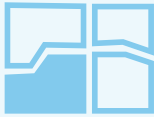


- e. Provide incentives for the creation of co-working and flexible works spaces in commercial zones.



- f. Support the installation of high speed internet access (enhanced broadband capacity) in Greenwich for the benefit of businesses and residents.

Objective 5.2 Increase efficiency and transparency in processes to make it easier to do business in Greenwich.



- a. Review zoning regulations for commercial areas, with a focus on streamlining and clarifying the process of establishing a business in Greenwich. Ensure that every use is defined, it is clear where uses are permitted, and the parking regulations are clear.
-



- b. Continue to improve and expand information on the Town's website relating to digital access to site plan approvals.
-



- c. Consider a "shared parking" concept in which the number of parking spaces needed is calculated using the peak of the various uses within a building(s). Follow national best practices as applicable locally, in the development of parking requirements.
-



- d. Institute a new process, pursuant to Section 7-159b of the Connecticut General Statutes, that provides for an informal pre-application review, which would create an opportunity for property owners, tenants, contract purchasers etc., to explore ideas for special permit, commercial, multi-family or mixed use projects with the Planning and Zoning Commission. This would allow the public an opportunity to comment and property owners to receive feedback prior to submission of a formal application.
-



- e. Formalize educational sessions currently offered by Planning and Zoning and Zoning Enforcement staff on a wide variety of related topics, such as how to navigate the building process, understanding the zoning regulations, how to have a successful application, and what questions to ask when representing a client on land use issues. Consider converting these sessions into webinars or downloadable handbooks.

Objective 5.2 continued



- f. Review the Town's notification to abutting property owners and seek out new non-intrusive means to ensure greater awareness of pending applications.



- g. Review and refine existing tools available for zoning enforcement and consider an ordinance that would allow the issuance of fines pursuant to Section 8-12a of the Ct General Statutes.



Villages

The Town villages are physically compact, convenient, walkable commercial areas serving the immediate residential neighborhood with small-scale office space, and local retail and services, while maintaining a historic village form and scale. Residential uses play a minor role in the villages and may be located in the space over street-level commercial uses. The historic village centers are zoned for local businesses, services, and retail uses (LBR) that serve the neighborhood and do not depend on attracting business from a wider area. In addition to the key community character goals noted under the first guiding principle: Preserve our Unique Character, Community, and Sense of Place, the business environment in the villages should be supported.



Old Greenwich

Objective 5.3 Review the zoning regulations for the villages to ensure development is consistent with the community character and village vibrancy goals of the POCD.



- a. Support events in the villages that bring people together.



- b. Consider the development of business incubator spaces and programs that support entrepreneurship and small business growth.



- c. Review the incentives offered to construct Moderate Income Dwelling Units in the villages, particularly those involving height and number of stories, to ensure they are appropriate.



- d. Create planting guidelines and signage programs for the villages, as appropriate.

Central Greenwich and Downtown Greenwich

Central Greenwich is the area generally including Greenwich Avenue and Putnam Avenue, between Dearfield Drive and Milbank Avenue. It serves all of the Town. This area has a large number and wide variety of businesses, including small offices and public uses set among residences and significant historic buildings and streetscapes. The downtown is anchored on the north and south by two primary cultural institutions supported by long standing public-private partnerships with the Town. On the northern end is Greenwich Library and on the southern end is the Bruce Museum.

The Town of Greenwich, whereby the Town covers all operating costs and routine capital equipment and improvements for Greenwich Library while private funds support major capital initiatives. The Board of Trustees recently approved a building master plan for its main library that reflects the changing needs and interests of the community. The proposed renovation focuses on educational and cultural programming, creating new meeting rooms to support local non-profits, small business and entrepreneurs, and an innovation lab that will engage the community with the latest creative technologies.

The public-private partnership with the Bruce Museum, Inc., is slightly different, as the Town owns both the land and the structure. For the fourth year in a row, the Bruce Museum has enjoyed increased attendance by families to their Family Days, Bruce Beginnings, and drop-in weekend workshops – over 3,500 participants in fiscal year 2018. Results of surveys during this time period indicated that 99% of visiting school groups, and 100%

of adult tour participants enjoyed their visit to the Bruce Museum and will return. On average, the Bruce reaches 25,000 school children per year, and over 70,000 visitors of all ages. The Bruce Museum has been voted the best museum in Fairfield County by area media in recent years, a recognition of its growing popularity and ability to mount captivating art and science exhibitions.

Between Greenwich Library and the Bruce Museum lies Greenwich Avenue. It is the Town center with cultural and Town government facilities, retail development and primary services. Despite the changing ways that people obtain goods, the Town will focus efforts on maintaining and enhancing the downtown as the core and heart of the community. All of Greenwich Avenue is a National Historic District that will be preserved. How we use that built environment can change, including the types of uses permitted, how we manage parking, how we enhance our sense of place through public art, tree protection and landscaping, and how we increase service and entertainment offerings in our downtown.

Despite the changing ways that people obtain goods, the Town will focus efforts on maintaining and enhancing the downtown as core and heart of the community.



WINSTON FLOWERS

SAMUEL OWEN
GALLERY

Greenwich Avenue

Objective 5.4 Continue to strengthen Downtown as the central business district of Greenwich and the core of the community by creating vibrancy, and implementing improvements to parking, and recreational spaces.



- a. Strengthen the connection between upper and lower downtown. Downtown is currently bifurcated by the railroad and I-95 underpass that separate Greenwich Avenue from the Bruce Museum, Greenwich Harbor, and Roger Sherman Baldwin Park.



- b. Continue exploring the dredging of Greenwich Harbor and the creation of public docks to create a destination for boaters interested in exploring the museum and the experience of downtown.



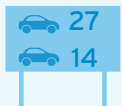
- c. Work with the Connecticut Department of Transportation and MTA Metro North Railroad, in coordination with the Greenwich Art's Council, to allow for an art installation, improved lighting on the Steamboat Avenue underpass and a safer and more positive pedestrian experience.



- d. Enhance gateways to promote Greenwich as a premier residential community by showcasing entertainment and other experiential retail choices, green infrastructure, and public spaces enriched with landscaping and public art.



- e. Improve parking in the downtown through segregating employee parking from consumer parking. Consider using price structuring and/or transportation to satellite lots, to better manage the resource and maintain downtown as an attractive shopping venue. Explore means of encouraging pedestrian activity.



- f. Implement a parking App that clearly directs vehicles to lots with available spaces.

Objective 5.4 continued



- g. Eliminate parking permits for non-residents and businesses in Town-owned commuter lots.
-



- h. Improve the management of existing parking spaces in central Greenwich to maximize the use of public and private garages and lots, including valet parking.
-



- i. Coordinate with the Department of Public Works to craft the work plan for downtown Greenwich. The plan could range from simple paving to a major public works project, involving a range of infrastructure replacement, such as underground utilities, lighting, stormwater handling/tree wells, etc., all in keeping with the historical character of the Town.

Objective 5.5 Support a welcoming environment for appropriately scaled events to enhance and showcase the Greenwich experience to attract residents and businesses to Town.



- a. Support the business community in creating events that bring people to the downtown, such as Arts on the Avenue, Putting on the Dog, and the Greenwich Film Festival.
-



- b. Emphasize downtown arts in coordination with Greenwich Arts Council for the purpose of displaying five or six iconic pieces of outdoor sculpture within the downtown to add to the “Tour of Outdoor Sculpture,” which currently boasts 29 pieces on public display.
-



- c. Develop a plan to strengthen the Town center, comprising the Public Safety Complex, the Senior Center and Greenwich Arts Council, the Board of Education in the Havemeyer building, Greenwich Common (park and playing field), and the Town Hall. The plan should look to build community pride through public activities in and around the buildings and parks of the Town center.

Post Road Corridor (East and West Putnam Avenue) SubArea Plan

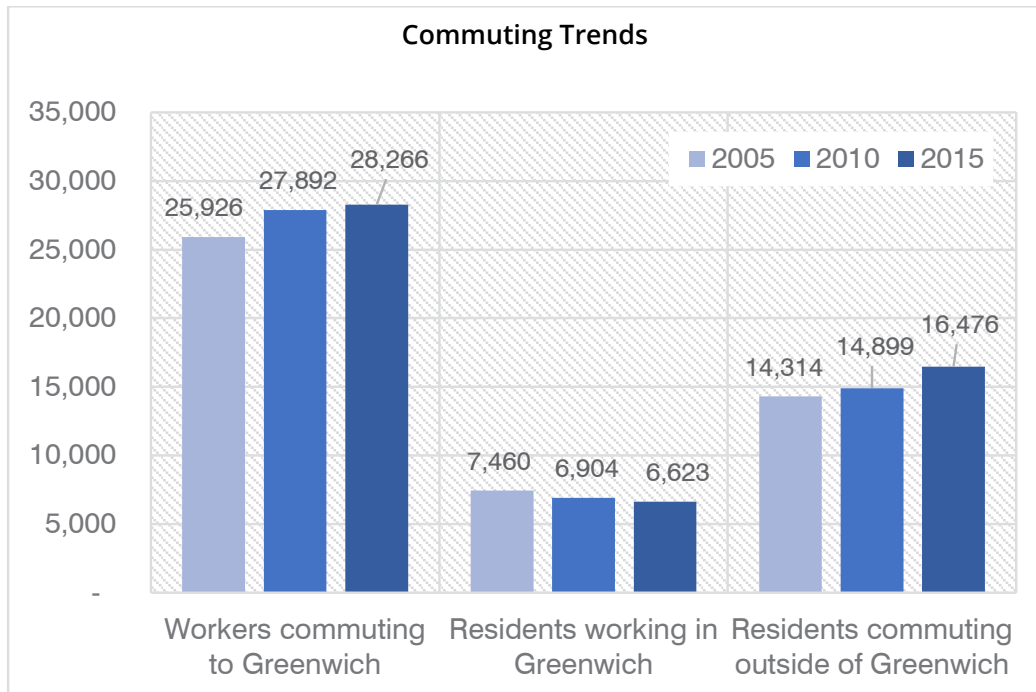
A visioning workshop for the Post Road Corridor was held on October 4, 2018 at the Greenwich High School Student Center. This workshop was designed to gather feedback for the corridor, focusing on the issues and opportunities. The State of Connecticut controls the entirety of the Post Road, decides on highway design, including width and traffic signals.

The Post Road corridor is the strategic, local east-west route that transects the entire community and is central to how individuals move across town. It is the busiest roadway in Greenwich, with average daily traffic volumes exceeding 20,000 vehicles. In many respects, it also functions as the community's "front door" for motorists connecting to Greenwich from its interchange with I-95, the City of Stamford, Connecticut to the east, or Port Chester, New York to the west.



Post Road corridor

Photo by Gabriella Circosta Cohee



Data Source: USCB Longitudinal Employer-Household Dynamics

The Post Road corridor contains the most diverse series of land uses within Greenwich, and becomes more complex as it travels through downtown, Riverside, and Cos Cob. Although it can be described as primarily auto-oriented, the corridor also features transit services and walkable street blocks. Many community assets are located along the corridor, including the Greenwich Library, Greenwich High School, historic buildings (the Thomas Lyon house and the town's first post office), and religious institutions. Complementing these with strategic investment and infrastructure enhancements should further elevate Putnam Avenue/Post Road as a critical asset for Greenwich. The entire corridor would contribute much more to Greenwich's appeal with a comprehensive landscaping plan.

The corridor is approximately 5.65-miles long from east to west. Although it is one street, it naturally breaks into seven different "functional subareas" along its course, each with a distinct character and capacity for development.

1. WESTERN GATEWAY

The Western Gateway functional subarea is the key entry to the community, extending from Greenwich's western boundary with Port Chester, NY to the Old Post Road and Weaver Street. Development varies in lot size, building placement, and architectural character. Land uses vary widely as well, ranging from the historic Thomas Lyon House, office and commercial uses, single-family homes, and multi-family housing.

2. OFFICE DISTRICT

The Office District subarea extends from Weaver Street to the intersection of Columbus Avenue and Oak Street. It is anchored by the Greenwich Office Park, and includes dense office uses, along with smaller commercial retail and services to support the needs of workers. The corridor becomes more business centric in this functional subarea, with larger parking areas that front the street, extensive curb-cut access, and large lots with taller developments. Traffic lights and stop signs are prevalent to help regulate the heavier flow of traffic from employees arriving to and leaving work. Building style in this area varies from modern office with high, all-glass walls to traditional, one-story storefronts. Both serve a functional purpose in this subarea and need to be appropriately managed and maintained.

3. AUTO-ORIENTED DISTRICT

The Auto-Oriented District subarea extends from Columbus Avenue and Oak Street on the west to Dearfield Drive on the east, and has a concentration of car dealerships, large surface parking lots and curb cuts. Green spaces are interspersed throughout the parking lots to break up the concrete and help provide structure for traffic. Sidewalks are maintained along the roadway and up to business fronts to provide safe passage through the subarea.

4. CENTRAL GREENWICH

Extending from Dearfield Drive to Maple Avenue, the Post Road corridor runs through downtown Greenwich. This area has walkable streets and inviting businesses. It's interspersed with significant public/semi-public institutions, such as Greenwich Library and various places of worship. Residential and institutional uses mixed with commercial and office uses establish organic gathering

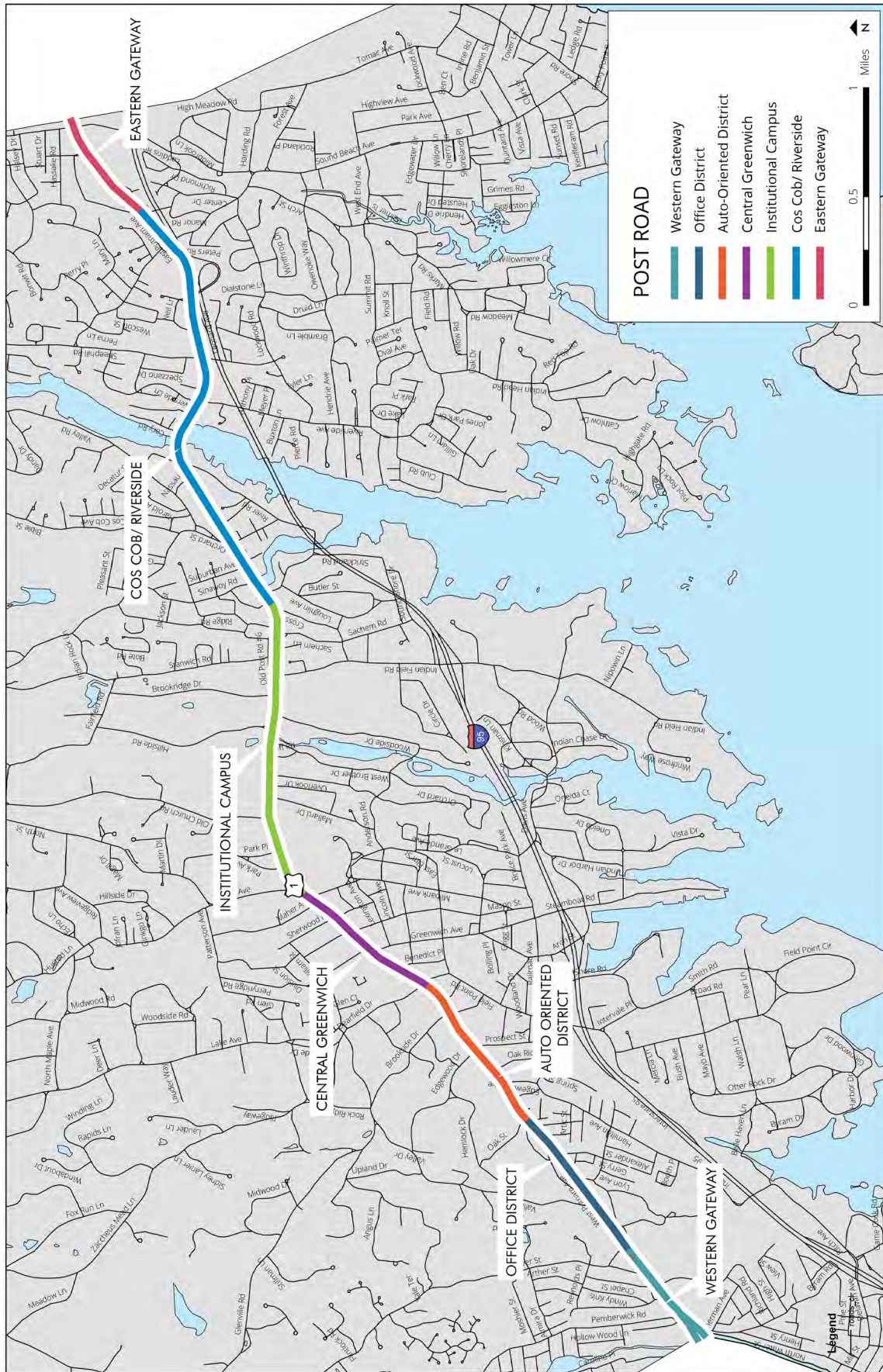
places. Buildings in this downtown subarea are typically two to three stories in height, with little to no setbacks, creating a distinctive street wall for pedestrians. Sidewalks, awnings, street furniture, and landscaping also support a more-pleasant pedestrian experience in this functional subarea. Unlike the Auto-Oriented District, downtown is centered around the pedestrian experience, ensuring they have safe and easy access to all uses in the area.

5. INSTITUTIONAL CAMPUS

Extending from Maple Avenue to Cross Lane, the Institutional Campus functional subarea is anchored by Greenwich High School, which accounts for the area's greatest use and activity. Traffic is heavy during school hours with drivers, pedestrians, and cyclists; this subarea, however, lacks sufficient infrastructure to safely support all of these users. Trees, walls, and other elements line the streetscape creating an unbroken visual corridor. Residential uses account for the majority of the other uses in this subarea. The residences are set back far from the developed street wall and are largely unseen by travelers along the route. Additional institutions and small commercial uses are secondary uses present in the Institutional functional subarea.

6. COS COB/RIVERSIDE

The Cos Cob/Riverside functional subarea extends from Cross Lane to where Putnam Avenue intersects with Old Kings Highway. The area in Cos Cob exhibits similar characteristics to downtown Greenwich, with a pedestrian focus, defined buildings heights, and setbacks close to the street. On-street parking, street trees, and other pedestrian amenities also help define this section of the corridor, furthering the downtown feel.



Putnam Avenue in Riverside, however, has become more auto-centric with its direct connections to Interstate 95.

7. EASTERN GATEWAY

Similar to the Western Gateway, the Eastern Gateway is the main entrance into Greenwich from the east, extending from Old Kings Highway to the Town's border with Stamford. This functional subarea should set the

character standard for Greenwich, in tandem with the Western Gateway. Land uses also vary, ranging from the former Condé Nast buildings, to newer office and commercial uses, single-family homes, and multi-family housing. Although new development opportunities within this area are limited, they could help elevate the appearance of this key community gateway and maximize the potential of parcels along the corridor.

Objective 5.6 Support the desired development in each functional subarea of the Post Road corridor in meeting the Town's overall goal of improving the appearance, further developing a sense of place, and enhancing the functionality of the entire corridor.



- a. Work with Connecticut Department of Transportation to guarantee the state owned land along the Post Road corridor can be enhanced through landscaping and streetscape design and planning to meet the community character goals of this plan.



- b. Initiate a design summit with car dealerships to enhance the appearance, function, environmental sustainability, and retail viability of the "automobile alley" along West Putnam Avenue. Ideas include natural paving methods, limited lighting, and limited inventory display in the front yard, and pooled off-site inventory storage.



- c. Review the zoning along the Post Road corridor to ensure that the purpose of the zone matches the desired buildout.

Roadway Community

People need to move into, out of, and around Town with a minimum of expense and inconvenience. However, the roadways do not have to be arteries just for vehicular traffic. The town's roadway networks can be transformed from primarily a means of transport for a single-occupancy vehicle to a start towards more of a roadway community grounded in sustainable design, which in turn adds to improved accessibility. A successful roadway community adds to community character, and a healthier more resilient community.

The 1984 Plan of Development assumed that the automobile is the basic mode of

transportation and that planning must accommodate it. Starting with the 1998 Plan of Conservation and Development, virtually every public and private body recognized the need to relieve congestion on roads to reduce air pollution, sustain economic vitality, improve living conditions, and maintain the Town's residential character. This is still the desire today, but until there is an alternative that transports the traveler quickly, safely, economically, and reliably, the single-occupant automobile will remain the primary mode of transportation. The long-term planning proposed as part of this plan should include a town-wide transportation/road-way community plan.



Post Road corridor

Photo by Bob Luckey Jr. courtesy of Greenwich Time

Objective 5.7 Decrease traffic congestion.



- a. Develop an access management plan to improve traffic flow by reducing curb cuts and promoting cross-access and shared parking, pushing vehicular traffic to signalized intersections.
-



- b. Anticipate and respond to the development of new technical innovations in transportation, such as driverless, shared, or electric vehicles.
-



- c. Review traffic issues around all schools, particularly Greenwich High School, and consider ways to mitigate.
-



- d. Address public transit and non-motorized mobility in new site plan reviews, particularly that result in greater bicycle mobility.
-



- e. Coordinate with transit providers to explore opportunities to expand and improve bus routes and transit options in Greenwich.
-



- f. Partner with employers in Greenwich to establish programs that incentivize workers to walk, bike, or use public transit to commute to work.

Objective 5.7 continued



- g. Continue to require development / redevelopment to address traffic congestion, improve traffic flow, improve traffic safety, and accommodate pedestrians and bicycles.



- h. Maintain the Institute of Transportation Engineers Level of Service (LOS) "C" as the Town standard consistent with the scale and character of the area.



- i. Look for ways to reduce stop and go traffic movements such as traffic circles or Smart Traffic Signals.

Did You Know?

Level of Service (LOS) is a qualitative measure of vehicular delay and takes into account a number of conditions related to intersection design and traffic volume, and the perception of those conditions by motorists. Six levels of service are defined with letter designations from A to F, with LOS C being a condition of stable traffic flow.

Smart traffic signal control uses artificial intelligence to improve travel flow. The technologies help to reduce travel time by eliminating stops, wait time, and increasing travel speeds. They can also decrease stops, which can save costs for drivers and municipalities by decreasing wear on roads and tires, reducing emissions, and improving air quality.



Image: <https://obj.ca/article/techopia-ottawa-startup-smats-fuelling-smart-traffic-tech>



Greenwich Point Park

Photo: Jeff Yardis, owner of Threads and Treads in Greenwich

Greenwich Cycles

Greenwich has an active cycling community. In response to demand, a number of streets have been painted with shared-lane-markings, or “sharrows,” and bicycle racks are required as part of site plan approvals for commercial development, including multi-family developments. However, there is a desire to create bicycle friendly infrastructure that goes beyond the recreational needs of the community and starts creating a roadway

community that is more inviting to bicycles as a mode of transportation. The primary deterrent to increased bicycle usage is discomfort with sharing space with car-centric roadways. These roads lack separate bike lanes, have parking spaces lining streets, and include a multitude of driveways and curb cuts, all of which can lead to congestion and fast-moving vehicles.

Objective 5.8 Increase bicycle infrastructure.



- a. Improve convenience and practicality of bicycling through Town, distinguishing between recreational and transportation goals. Consider the League of American Bicyclists recommendations that a bicycle program consist of projects and initiatives to support one or more of the following categories: education, encouragement, enforcement, engineering, equity, evaluation.



- b. Provide more bike racks at train stations, public buildings, and in business zones.



- c. Work with Metro-North to accommodate bicycles on trains.

6. Provide the best quality infrastructure, municipal facilities, cultural institutions, and health services



Byram Shubert Library

The diverse places that comprise the Town of Greenwich are tied together by the local infrastructure network. Investments in infrastructure can enhance real estate values and thus lead to increased tax revenue for the Town. The Town will continue to work with Eversource, an electric services company, on such matters as balancing tree trimming for utility reliability with aesthetic and other concerns. In addition, Greenwich will work with telecommunication providers and the

state regulators (Connecticut Siting Council and/or Public Utility Regulating Authority) to provide for wireless services that meet local needs in the least visually intrusive manner. Further information and cooperation is needed from the utilities regarding their expanding needs, renovations, and modernizations to ensure development can proceed in accordance with this plan.

Objective 6.1 Anticipate the upcoming needs of each utility and ensure a coordinated approach to infrastructure planning that meets the Town's needs in a way that does not detract from community character.



- a. Anticipate the development of emerging technical infrastructure and modern services, such as high-speed internet, wireless, and broadband.
-



- b. Coordinate regular meetings with private utility and service providers to discuss potential issues and partnership opportunities.
-



- c. Provide better education to homeowners on their responsibilities to maintain the public right-of-way and keep pedestrian pathways clear of overgrown vegetation.
-



- d. Support budgetary requests of the Department of Public Works for Town infrastructure projects to enhance our ability to attract businesses that grow the Town's reputation as a regional leader in high-tech companies, health services, and re-development.
-



- e. Utilize opportunities with land-use proposals to facilitate infrastructure investments.
-



- f. Create standards to ensure all development proposed in areas served by well water have adequate water supply for fire emergencies, and if they do not ensure the site is equipped with water cisterns.

Municipal Facilities

Municipal facilities either house the services that transform municipalities into communities and contribute to their character or provide the service themselves. There are 117 Town-owned buildings, totaling 725,779 square feet, including civic centers, beach concessions, a skating rink, a clam bake shelter, and a pistol range. Other buildings include fire stations, train stations, pump stations, bathrooms, and shelters. There are also 12 Town-owned buildings, totaling 33,110 square feet, that are leased out to

organizations which provide a service to the Town. Examples include the Byram, Greenwich, Mianus River, and Old Greenwich Yacht Clubs, the Greenwich Botanical Center, the Arch Street Teen Center, the Pigeon Club, the Glenville American Legion, the Bruce Museum, and Abilis at Pomerance. The Town has been proactive in using best practices in building design, energy reduction through renewable sources, and low-impact development design.



Old Greenwich sewer pump station

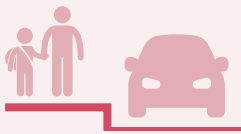
Objective 6.2 Promote Town properties as a model of “best practices.”



- a. Reduce the Town’s energy consumption by 20 percent in the short term, with a larger goal of a 40 percent reduction to follow.



- b. Provide electric vehicle chargers in public parking lots.



- c. Consistent with the recommendations of the Greenwich Parent Teacher Association Council, the Commission on Aging, and the Selectman’s Advisory Council for People with Disabilities, work with utilities and the Department of Public Works to maintain pedestrian travel ways to be safe, well-lit and as accessible as possible.



- d. “Green” public parking lots.



- e. Within requests for qualifications and proposals, set energy efficiency goals and specifications prominently as part of all new or refurbished town building projects.



- f. Require relevant vendors operating at town properties to support town initiatives and philosophies, such as reduced plastic garbage, more food waste composting, and less leaf disposal.



- g. Acknowledge and respond to the implications of sea level rise on town assets, such as Greenwich Point, and enact plans to guide changes to maintain the assets that the public values.



Cultural and Institutional Uses

Greenwich has a wide range of cultural, religious, educational, recreational, and medical institutions. These entities are located along major thoroughfares, adjacent to and within residential neighborhoods and define the Town's land use pattern. The institutional uses in residential zones were sited before the first zoning regulations were adopted in 1925, or through special permit/exception approval from Town land use boards. Their unique historical, cultural and architectural character contributes to the Town's unique sense of place. More important are the uses and services many of them house. Greenwich human services not-for-profits have been the fabric of our community for decades. These agencies ensure that our most vulnerable are served with dignity and compassion and that Greenwich remains a premier place to live and raise a family for all.

As of 2019, the percentage of Greenwich residents that fall below the federal poverty level is at 7% (approximately 4,200 residents), and those deemed as ALICE (a Greenwich United Way term that stands for Asset Limited, Income Constrained, Employed) stands at 21% (approximately 12,600 residents). The non-profits that help these adults and children with a wide range of services have a very powerful impact on our Town. Greenwich's community character and sense of place depend greatly on the non-profits that serve these residents.

Promoting the appropriate balance between institutional land uses of all kinds and the surrounding residential neighborhoods has been identified as a high priority to mitigate potential negative consequences, such as increased traffic, storm water runoff, light and noise pollution, intensity, and hours of use.

Objective 6.3 Support institutional uses while balancing their needs with those of the surrounding neighborhoods.



- a. Determine if the most effective tool for managing the reasonable expansion of existing institutional uses is the special permit approval process or whether the creation of an institutional overlay district or some combination of both is warranted.



- b. Implement regulations to increase buffers or other mitigating factors where institutional uses are alongside residential properties.

Health Services

When people think of the municipal services offered in their community, they often think of roads, water, and police and fire protection. Health services, however, are just as important, particularly for an aging population. The Nathaniel Witherell (TNW) Skilled Nursing/Rehabilitation Facility is owned by the Town of Greenwich and operated as a not-for-profit facility. TNW is licensed for 202 beds as a Chronic Care Nursing Home by the State of Connecticut, Department of Public Health and provides rehabilitation and skilled nursing care while offering priority for admission to residents of the Town of Greenwich. All of its beds are certified by the Medicare and Medicaid programs. The Nathaniel Witherell is located on a 24-acre campus on Parsonage Road, two miles from

downtown Greenwich. Again this year, the facility remained among the highest rated nursing homes in the state as measured by US News and World Report.

Greenwich Hospital has an overlay zone designed to provide for the development of hospital facilities to meet the Town's major medical needs. For nearly 115 years, Greenwich Hospital has served the community and is a major contributor to the economy with 1,891 employees dedicated to the healthcare of our community. The hospital provides approximately 75 housing units for its staff as part of a compensation package that keeps these health care professionals as members of the community they serve. In 1998, Greenwich Hospital



Nathaniel Witherell

affiliated with the Yale New Haven Health System to stay competitive in a changing healthcare market. Subsequently, Greenwich became a regional teaching hospital allied with the Yale University School of Medicine, representing all medical specialties.

The hospital is committed to expanding services that are important to Greenwich residents. Recent examples include providing for a pediatric emergency room physician and expanded cardiology services.

However, according to the hospital, 40% of Greenwich residents seek their healthcare in other places, primarily New York City, to pursue services that are not provided or not deemed sufficient locally. In response to resident demand, the hospital is focused on improvements to the physical plant, outpatient licensed facilities, such as the Bendheim Cancer Center, and off-campus medical offices at locations such as 500 West Putnam Avenue.

Objective 6.4 Ensure that Town residents have state-of-the-art health and safety services.



- a. Support efforts by the emergency service departments (police, fire, ambulance), Greenwich Hospital, and local health care organizations to provide top services to Greenwich residents.



- b. Eliminate distance requirements for walk-in clinics within the Building Zone Regulations.



- c. Support the Nathaniel Witherell as an asset that should be retained.



- d. Implement regulations to accommodate greater use of outpatient facilities.



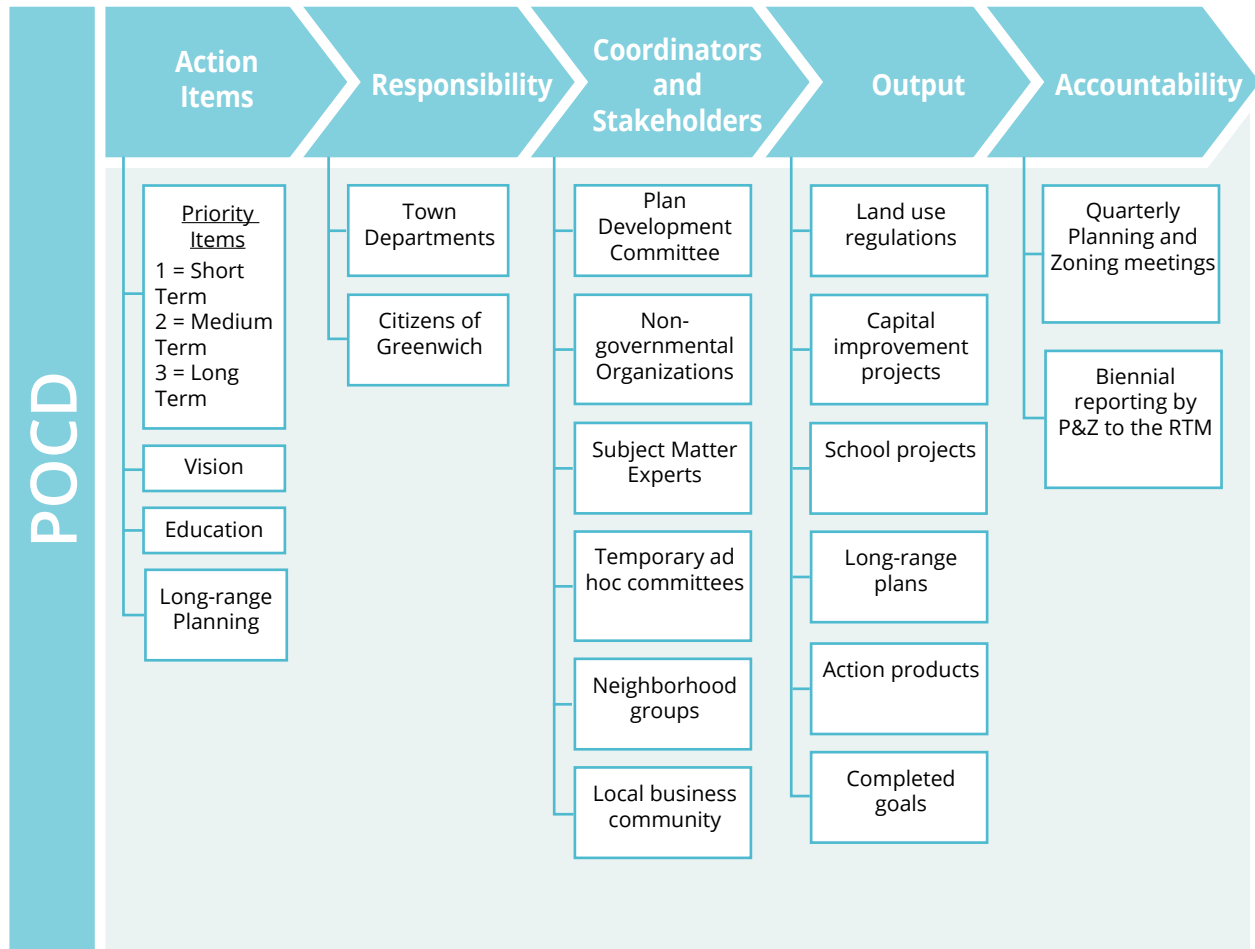
- e. Work with the various health care entities to identify significant longer term means of supporting their land use needs.



Photo by Tyler Sizemore courtesy of Greenwich Time

Implementation

IMPLEMENTATION



Action Items

The Action Items shown in the following Implementation Matrix organize every objective and action item identified within the POCD into a single, comprehensive list, organized into three types, which include:

1. Priority Items – Each of these action items will be completed within the next 10 years by the designated Department. Each of these items comes with an

assigned priority level based on cost, ease of implementation, and importance.

- » 1 = Near-term, low-cost, easier to implement, critical
- » 2 = Mid-term
- » 3 = Long-term

2. Vision – Each of these ongoing action items will occur on a continuous basis as they address how the vision of the community is met.

- 3. Education** – Each of these action items involves an educational component and will be completed on an annual basis as a way to promote the land use vision

Responsibility

Each action item is assigned to a specific Town Department, which will then coordinate with the appropriate stakeholders to complete the item. Citizen involvement is one of the Town's major goals whether through individual efforts or collaborations within non-governmental organizations such as the United Way, Greenwich Preservation Trust, Greenwich Green and Clean, the Greenwich Tree Conservancy, and countless others. The implementation of this Plan depends on this citizen involvement through chairing or participating on ad hoc committees, attending public hearing, offering specialized skillsets, or simply lending a helping hand where needed.

Coordinators and Stakeholders

The lion's share of the work needed to complete the implementation of the POCD will be through specific short-term advisory groups to the Planning and Zoning Commission. The implementation of long-range planning, in particular, will depend heavily on ad hoc committees that will be temporary in nature and whose purpose will be to gather data and consensus on key strategic planning issues.

The Commission will look to the Plan Development Committee, including the Town Administrator, the Director of Planning and Zoning, the Director of Environmental

Affairs, the Commissioner of Public Works, the Director of Parks and Recreation, and the Chief Operating Officer for the Board of Education, to execute implementation of the priority action items. This group will ensure an integrated decision making and action oriented approach that will eliminate organizational silos. This will provide checks and balances to ensure that as each department works on completing the respective action items, there is coordination with the objectives of the other departments. For example, if a public parking lot is due for re-paving, through coordination, it will also be "greened" as appropriate to the parking need (see Action item 163). The partnerships between the advisors, the Town, and the citizens of the Town will mutually achieve objectives as well as the large-scale goals of the POCD.

Output

The deliverable for each action item will come in varying forms such as updates to land use regulations or capital improvement projects. The creation of an Energy Commission, installation of fuel cells, and more events in the downtown are examples of action products. With many of the vision action items, the deliverable will be a long-range plan or design such as in the case of the streetscape improvements to enhance and build upon the sense of place. It is anticipated a streetscape/landscaping plan will be devised for at least the Post Road corridor, downtown, and the Village Districts, and then improvements in conformance with those plans will be completed when the area is up for routine maintenance or more proactively as opportunity and funding becomes available.

Accountability

The Greenwich POCD is the product of an extensive public consultation process, which will continue following adoption. There will be updates and discussions at public Planning and Zoning meetings held at least quarterly throughout the year, where the agenda is the status of implementation and strategic planning. Communication efforts will include, but not be limited to, online updates, announcements of major project achievements, and newsletters including information about planning efforts. The Planning and Zoning Commission is ultimately responsible for the coordination and implementation of the Plan. The Commission will prepare an annual status report and presentation to the Land Use Committee of the RTM and biennially to the RTM, where adjustments can be made to the overall plan if needed.

Examples

The following is not intended as the actual path for each item, but rather a generic illustration demonstrating public involvement, reporting and accountability, and deliverables in the path to implementation.

1. Example of Priority Action Item –

Update requirements for signage in the Building Zone Regulations

- a. Responsibility - Planning and Zoning is the department charged with implementing this action item.
- b. Coordinators and Stakeholders – The department head will work with as many stakeholders as possible to draft an update to the existing regulations including but

not limited to consultant(s), the Architectural Review Committee, the First Selectman’s Committee for People with Disabilities, business and building owners throughout the Town, and concerned citizens. The Plan Development Committee will discuss the proposal to ensure each other’s roles in Town government are being represented. For example, if sandwich/board signs are proposed, the Commissioner of Public Works may voice concern about impediments in the right-of-way. The Town Administrator on behalf of the Office of the First Selectman may opine on signs within the Town right-of-way and the Director of Environmental Affairs may request inclusion of regulations pertaining to demarcating open space areas. In addition to soliciting input from citizen stakeholders, the department head could elect to hold a public workshop prior to official submission to the Planning and Zoning Commission for adoption at a statutorily required public hearing.

- c. Output – Adopted sign regulations
- d. Accountability – At a meeting of the Planning and Zoning Commission, the progress of the regulation would be presented. The public would have an opportunity to address the Commission directly at the meeting and voice any concerns, issues, problems etc. The Planning and Zoning Commission or their designee, would conversely present to the RTM.

2. Example of Vision Action Item –

Promote Greenwich as a community of world-class public art in coordination

with the Greenwich Arts Council, the Bruce Museum, and the Historical Society.

- a. Responsibility - Planning and Zoning is the department charged with implementing this action item.
- b. Coordinators and Stakeholders – The department head will start with the three advisors named already in the action item. Identify other key stakeholders such as local gallery owners, the Connecticut Department of Transportation which controls overpasses (blank canvas), schools, artists, and the Town Risk Manager.
- c. Output – An iconic piece of art added to the public art sculptures throughout our parks (Action Product) and/or a formalized process agreed upon by the Town and the CT Department of Transportation as to how art is vetted and then installed on their property (Completed Goal).
- d. Accountability – At a meeting of the Planning and Zoning Commission, the progress of the action item would be presented and discussed. The public would have an opportunity to address the Commission directly at the meeting and voice any concerns, issues, problems etc. The Planning and Zoning Commission or their designee, would conversely present to the RTM.

3. Education Action Item – Develop design standards for natural infrastructure to enhance coastal resilience such as the use of plants and water to perform ecosystems services.

- a. Responsibility – Conservation Commission is the department charged with implementing this action item.
- b. Coordinators and Stakeholders – The department head would consult with the Ct. Department of Energy and Environmental Protection, a professional consultant if necessary, landscape architects, local garden groups, homeowners and neighborhood groups, to draft design standards.
- c. Output – Hold education sessions on the findings and communicate where this resource would be located on the town website.
- d. Accountability – At a meeting of the Planning and Zoning Commission, the progress of the action item would be presented and discussed. The public would have an opportunity to address the Commission directly at the meeting and voice any concerns, issues, problems etc. The Planning and Zoning Commission or their designee, would conversely present to the RTM.

The following potential projects are in the current 15 year Capital Improvement Plan (CIP). They are projects deemed to meet the community goals identified in the previous Plan of Conservation and Development and will most likely need to go through the Municipal Improvement Process once the specifics of the projects are developed. There are many other projects listed in the CIP that do not need a municipal improvement but either speak strongly to meeting the goals of the community and/or strongly impact land use issues such as the ADA Sidewalk

Accessibility Program and the dredging of Greenwich Harbor, respectively.

- Byram Park Facility Improvements
- Cardinal Field Improvement
- Eastern Greenwich Civic Center Design
- Fire Station Upgrade (Sound Beach)
- Grass Island Marina Expansion
- Greenwich Ave Streetscape & Repaving Implementation
- Hamill Rink Facility Improvements
- Holly Hill Resource Recovery Facility
- NW Fire/GEMS Facility
- P&Z Neighborhood Plan Implementation
- Pemberwick Community Center
- Greenwich Point Causeway Repair

Challenges to Implementation

Greenwich government is a decentralized system of overlapping powers and responsibilities. There are many Federal and State laws that impact land use decisions. Examples include:

- Religious Land Use and Institutionalized Persons Act, a federal zoning statute
- 1996 Telecommunications Act and its interpretation that leaves land use decisions to the State of Connecticut Siting Council
- Federal Emergency Management Agency (FEMA) rules regarding development in flood zones
- CT State Statutes such as Section 8-30g – affordable housing regulations that require communities with less than 10% of its affordable housing stock to abandon a determination of compliance with the Zoning Regulations and instead determine whether the proposal protects substantial public interests in health, safety or other matters which the Commission may legally consider
- Public Act 17-39 (18-132 as amended) that allows owners of non-conforming uses, building, and structures to demolish and re-build.

Implementation Matrix

ACRONYM KEY

BOE	Board of Education
BOH	Board of Health
BOS	Board of Selectman
CC	Conservation Commission
DPW	Department of Public Works
EMOC	Emergency Management Operations Center
FD	Fire Department
HDC	Historic District Commission

HMC	Harbor Management Commission
IWWA	Inland Wetlands and Watercourses Agency
OFS	Office of First Selectman
P&R	Parks and Recreation
P&Z	Planning and Zoning
PS	Parking Services
Purchasing	Purchasing Department
SC	Shellfish Commission

TYPE

A	Priority Action Items
V	Vision Action Items
E	Education Action Items

PRIORITY

1	Near-term, low-cost, easier to implement, critical
2	Mid-term
3	Long-term

#	ACTION ITEM	LEAD	TYPE	PRIORITY
Objective 1.1 Maintain and enhance the Town's distinct sense of place by promoting tree preservation, tree planting, public art, and landscaping.				
1	a. Develop a tree preservation ordinance affecting private properties that saves trees of exceptional value, creates a standardized tree replacement ratio, and maintains our tree canopy.	CC	A	2
2	b. Use streetscape improvements (street furniture, sidewalk patterns, signage, landscaping) as a way to foster a sense of place, and create distinguishing features throughout the Town.	P&Z	V	
3	c. Promote Greenwich as a community of world-class public art.	P&Z	V	
4	d. Build online tools to assist homeowners in creating native and sustainable planting plans for their property that are suitable for their geographic location in Town (e.g., salt tolerant plants for coastal properties; meadow mixes, shade tolerant plants).	P&R	E	
5	e. Educate residents about the appropriate selection and location of trees to reduce or eliminate interference with public utilities.	CC	A	1
6	f. Explore funding initiatives to bury power and telecommunication lines in coordination with the utilities in key areas such as the downtown, Sound Beach Avenue, Mill Street in Byram, and along the Post Road in Cos Cob, Central Greenwich, and Riverside.	OFS	V	
7	g. Recognize the implications of sea level rise on town assets, such as Greenwich Point, and enact plans to guide changes and maintain the assets public values.	CC/DPW	V	

#	ACTION ITEM	LEAD	TYPE	PRIORITY
Objective 1.2 Review the Building Zone and Subdivision Regulations to further protect and expand community character.				
8	a. Update the Subdivision Regulations to include but not be limited to, preserving more of the existing natural landscape, particularly within the streetscape in residential and commercial zones.	P&Z	A	2
9	b. Revise and expand Article 3. Scenic Roads (Sections 11-8 through 11-13) of the Municipal Code (Town Charter) to encourage the designation of more scenic roads throughout the Town.	P&Z	A	2
10	c. Update the lighting requirements in the Building Zone Regulations to minimize light pollution on the overall environment from glare (light striking your eye directly from the source), spillover light, and sky glow (the overhead hue seen from artificial light scattering in the atmosphere), whether from residential or commercial sources, street lights, or athletic field lighting.	P&Z	A	2
11	d. Update the landscape requirements in the Building Zone Regulations to further minimize the visual 'bulk' of parking areas, to enhance commercial development, and provide screening.	P&Z	A	1
12	e. Update the sign requirements in the Building Zone Regulations.	P&Z	A	1
13	f. Update the Building Zone Regulations to promote space for live and film theater experiences.	P&Z	A	3
14	g. Prevent commercial impacts and activities from encroaching on residential zones.	P&Z	V	
15	h. Update Town Roadway Manual to reduce road width requirements where appropriate.	DPW	A	2
Objective 1.3 Revise bulk standards, where appropriate, to ensure that development is consistent with the desired community scale, which varies by zone.				
16	a. Study the bulk controls in the Building Zone Regulations for residential zones to determine if they can be simplified and made less dependent on professionals to gauge development potential, while still achieving the same result.	P&Z	A	2
17	b. Update the 2002 residential buildout study.	P&Z	A	3
18	c. Within each residential zone, review properties that meet the minimum lot size requirements and have made improvements to the maximum limit of the zoning regulations to ensure that the relationship between building height, green space, floor area ratio, and yard setbacks are the most appropriate for each zone. Update Building Zone Regulations as necessary.	P&Z	A	3
19	d. Within each commercial zone, review properties that meet the minimum lot size requirements and have made improvements to the maximum limit of the zoning regulations to ensure that the relationship between building height, building coverage, floor area ratio, lot coverage, and street setbacks are the most appropriate for each zone. Update Building Zone Regulations as necessary.	P&Z	A	3
Objective 1.4 Preserve local historic sites, buildings, and resources.				
20	a. Promote historic sites as a significant part of the community character and increase public awareness of local historic resources through print and digital means.	P&Z/HDC	E	
21	b. Create a part-time Certified Local Government Coordinator (CLGC) position to maintain Greenwich's designation as a Certified Local Government (CLG) and focus on obtaining grants from the CLG program. The coordinator should also manage updates of the inventory of historic homes in Town.	HDC	A	1
22	c. Maintain a list of qualified buildings, sites, structures, and districts eligible to be on the National Register of Historic Places.	HDC	A	2

#	ACTION ITEM	LEAD	TYPE	PRIORITY
23	d. Review incentives offered in the Building Zone Regulations designed to encourage the preservation of historic structures and landscapes and those homes in Local Historic Districts.	P&Z	A	2
24	e. Create "Tourism and Cultural Asset Map of Greenwich" as a guide for new residents and visitors in Town. The map should be updated annually to maintain accuracy and reflect the dynamic character of Town.	CC	A	2
25	f. Identify candidates worthy of application for inclusion on the National Register of Historic Places.	HDC	A	2
Objective 1.5 Use the Village District provision of the Connecticut State Statutes (Section 8-2j) as one tool to provide an extra regulatory protection of the distinctive character, landscape, and historic structures.				
26	a. Establish Village Districts for Banksville, Byram, Cos Cob, Chickahominy, Glenville, Old Greenwich, North Mianus, Pemberwick, and Riverside, as a way to foster an individualized sense of place within a cohesive town-wide framework: <ul style="list-style-type: none"> i. Maintain and expand individualized wayfinding signage to mark routes to important destinations within each village. ii. Create an individualized sign program for commercial areas. iii. Develop design standards for sidewalks, street trees, pedestrian lighting, bicycle racks, seating, signage and public art. iv. Enhance the "gateway" at major entry/arrival approaches to each village through landscaping. v. Develop a street tree plan to capitalize on tree services, such as heat island amelioration, shading of parking areas, temperature regulations for buildings, and the visual goals of character and community of place. 	P&Z	A	2
Objective 2.1 Create more affordable housing as currently defined under Section 8-30g of the Connecticut General Statutes.				
27	a. Update the Building Zone Regulations to further promote affordable housing through inclusionary zoning measures, pursuant to Section 8-2i of the Connecticut General Statutes, such as: <ul style="list-style-type: none"> i. the setting aside of a reasonable number of housing units for long-term retention as affordable housing through deed restrictions or other means; ii. the use of density bonuses; or iii. payments to a housing trust fund to allow funds gathered from state and federal grants, donations, and other sources to facilitate construction of affordable housing. 	P&Z	A	1
28	b. The Housing Authority of the Town of Greenwich should use property they own to develop more affordable and senior housing. Secondly, inventory Town-owned land that could be offered to the Housing Authority through a long-term lease, particularly if this can be accomplished through adaptive re-use.	HATG/ BOS	A	1
29	c. Update the Townhouse, Neighborhood, and Residential-Planning Housing Design-Small unit (R-PHD-SU) Zone requirements in the Building Zone Regulations to increase subsidized housing that can be counted towards the Town's affordable housing inventory as defined by the State.	P&Z	A	3
30	d. Update the elderly and affordable accessory housing requirements in the Building Zone Regulations to further promote this "hidden housing."	P&Z	A	1
31	e. Utilize the property tax revaluation process to identify illegal apartments and encourage conversion of these units to legal, deed-restricted, affordable housing units that count towards the Town's affordable housing inventory as defined by the State.	P&Z	A	1
32	f. Encourage subsidized housing in areas that are served by transit.	P&Z	V	

#	ACTION ITEM	LEAD	TYPE	PRIORITY
Objective 2.2 Work with other Fairfield County Towns, the regional council of governments, the Connecticut Chapter of the American Planning Association, and others to consider amendments to the statute.				
33	a. Lobby state legislators to modify Section 8-30g of the Connecticut General Statutes to use the area median income of the Metropolitan Statistical Area (MSA) of Stamford-Norwalk, as opposed to the state median income.	BOS	A	2
34	b. Lobby state legislators to use Naturally Occurring Affordable Housing (NOAH) in the affordable housing tabulation	BOS	A	2
Objective 2.3 Facilitate housing options that encourage seniors to stay in Greenwich ("aging-in-place") and are designed for enjoyment of all.				
35	a. Promote age-friendly housing options in or near walkable, pedestrian-friendly areas with one-floor living, lifestyle amenities, elevators, limited maintenance, and proximity to restaurants and other retail.	P&Z	V	
36	b. Develop regulations for assisted living facilities and comprehensive care communities.	P&Z	A	1
37	c. Remove and prevent barriers to people with disabilities in existing developments.	P&Z	V	
38	d. Track the projected growth of the Town's senior population against development opportunities for age-restricted housing and adjust Building Zone Regulations as necessary.	P&Z	V	
Objective 2.4 Support housing that is in keeping with the existing built environment, contributes to Town character, and is a more predictable product for both the neighborhood and developer.				
39	a. Review incentives offered to build moderate income housing incentives to ensure they are predictable and the greater the incentive, the greater the number of units offered.	P&Z	A	1
40	b. Encourage adaptive re-use of existing structures for multi-family development.	P&Z	V	
Objective 3.1 Develop tools to permit the reasonable evolution of schools, while mitigating negative externalities upon the residential neighborhoods where these institutions are located.				
41	a. Support site improvements involving school safety infrastructure standards for school construction projects.	P&Z	V	
42	b. Create a security task force led by the Board of Education to assess and prioritize safety improvements to school buildings.	BOE	A	1
43	c. Work in cooperation with the Greenwich Public Schools to understand the land use implications of their master facilities plans and future enrollment scenarios.	BOE	V	
44	d. Ensure involvement by any group or groups organized through the Town government to study how to increase playing field time (new fields, artificial turf, turf management, etc).	BOE/P&R	V	
45	e. Increase buffer space, as well as planting requirements, between institutional and residential uses, particularly around parking lots, auditorium spaces, and athletic facilities.	P&Z	A	2
46	f. Continue to work with educational facilities to increase utilization of student busing, walking, or cycling, as opposed to parent drop off/pick up.	BOE	V	
47	g. Lobby state legislators to create enabling legislation so the Town can implement an automated system around the schools to ticket speeders and avoid using town police resources.	BOS	A	1
48	h. Avoid removal of trees on Town property including at parks and schools. If removal is required, ensure that replacement ratios are met.	BOE/P&R	V	
49	i. Explore transportation options for after-school activities to reduce single ridership.	BOE	V	

#	ACTION ITEM	LEAD	TYPE	PRIORITY
Objective 4.1 Explore regulatory mechanisms to gain site designs more in keeping with the Low Impact Development techniques promoted in the "Town of Greenwich Drainage Manual."				
50	a. Create a pre-application process, using Section 7-159b of the Connecticut General Statutes, to let a developer review a concept plan with the Planning and Zoning Commission and discuss how the design protects environmental resources on the property before designing stormwater controls.	P&Z	A	1
51	b. Consider regulations to prevent significant grade alterations and provide standards for construction on slopes over 25 percent.	P&Z	A	2
52	c. Encourage use of existing building footprints in redevelopment or re-use.	P&Z	V	
53	d. Update conservation subdivision regulations to create an attractive option for developers looking to divide oversized lots. This is particularly relevant in the backcountry (north of the Merritt Parkway), where the intent is to preserve the rural character, promote development that results in a large percentage of open land, and retains natural features such as wooded areas, rugged topography, rock outcroppings and streams.	P&Z	A	1
54	e. Adjust "green space" requirements to facilitate retention of natural vegetation and topography, as opposed to allowing lawn to solely satisfy this standard, particularly on properties in the larger acreage zones (RA-1, RA-2, and RA-4).	P&Z	A	2
Objective 4.2 Encourage sustainability initiatives and infrastructure to reduce negative impacts on the environment.				
55	a. Maintain the highest ranking by Sustainable CT.	CC	A	1
56	b. Continue to educate the Greenwich community on clean energy issues, opportunities, and programs. Develop brochures for public distribution as well as a broader on-line presence.	CC	E	
57	c. Create an Energy Commission to implement a coordinated effort to reduce energy consumption in Town buildings and schools to promote the means for the community to follow suit.	CC/BOS	A	1
58	d. Support the installation of microgenerators using renewable power sources, such as roof-top solar installations, in keeping with the Town character.	CC	V	
59	e. Explore the installation of fuel cells and microgrids in areas where redundant electrical generation is considered critical to storm resistance and recovery.	EMOC	V	
60	f. Develop a public information strategy to educate private property owners on retrofitting their properties to more effectively manage stormwater runoff and conserve water.	CC	E	
61	g. Update the Town's soil and erosion control regulations to incorporate the 2002 CT Soil and Erosion Control Guidelines. Investigate eliminating the 0.5 acre threshold of disturbance for regulatory purposes.	P&Z	A	2
62	h. Encourage grey water use within existing state standards and lobby local legislators to draft a bill for broader grey water use in Connecticut.	P&Z	V	
63	i. Continue to implement the best stormwater management practices available for the Town's roadway network, to meet permit requirements and to help protect the stormwater network and the environment to the extent possible.			
64	j. Review Town roadway standards to look for opportunities to implement low impact design into their construction.			
65	k. Protect stream corridor buffers by limiting the removal of vegetation, construction, soil disturbance, and installation of impervious surfaces, as well as the use of pesticides and other chemicals within floodplains and near streams.	CC	V	
66	l. Encourage less automobile usage by promoting alternate forms of transportation, such as walking, bicycling, and public transportation.	P&Z	V	
67	m. Develop a long-range plan to treat the Town roadways that drain untreated onto personal property, wetlands, and water courses, in a way that does not compromise safety or cause drainage issues.			

#	ACTION ITEM	LEAD	TYPE	PRIORITY
68	n. Work with the Connecticut Department of Transportation to mitigate the direct discharge of untreated stormwater runoff from Interstate 95 into Long Island Sound.	DPW	V	
69	o. Enforce sustainable best practices in site development as noted in the Town Drainage Manual.	P&Z/ IWWA	V	
70	p. Work through voluntary and regulatory channels to help prepare the community for the transition to electric vehicles by promoting publicly accessible EV charging stations. Integrate an EV charging standard in zoning regulations for new or redeveloped multi-family and commercial development.	CC	V	
71	q. Revise Building Zone Regulations to incorporate standards for installation of renewable energy sources for new commercial and large-scale multi-family development.			
72	r. Create a natural hazard map be delineating FEMA's Special Flood Hazard Areas on the proposed land use map.	CC	A	1
Objective 4.3 Continue to strengthen resiliency measures against natural hazards, rising sea level, and the increase in the severity of storm events to allow Greenwich to quickly rebound from, adapt to, and thrive amidst changing conditions or challenges.				
73	a. Identify climate-related vulnerabilities in Town and develop recommendations for possible mitigation measures. Any plan should incorporate the preservation or restoration of natural functions and systems to protect the developed property where practical.	CC	A	1
74	b. Ensure an integrated regional planning process through coordination with other communities, and participation in their planning efforts. This coordination will result in greater efficiencies, harmonized planning, and will ensure the Town is well-positioned to respond to the resiliency measures of others that may have a negative impact on Greenwich and our region.	P&Z	V	
75	c. Create or update existing individual municipal or regional coastal resilience/sustainability/natural hazard mitigation plans to evaluate the vulnerability of infrastructure, and riparian and coastal areas.	CC	A	2
76	d. Use the latest Light Detection and Ranging (LIDAR) maps for resiliency planning, as they have the most accurate post-Sandy elevations supplemented with sea-level rise information from the Connecticut Institute for Resilience and Climate Adaptation (CIRCA).	CC	V	
77	e. Continue to review, improve, and rehearse the Emergency Operations Plan for recurring events, such as flooding.	EMOC	V	
78	f. Support efforts to retrofit critical buildings, such as healthcare facilities, hospitals, and long-term care facilities, and critical municipal assets for long-term resiliency. Consider creating a municipal Coastal Resilience Task Force, if necessary.	DPW/CC	V	
79	g. Adjust zoning regulations for existing homes within flood zones so that these homes can be raised to increase the distance of their first floor from the Base Flood Elevation without seeking a variance.	P&Z	A	2
80	h. Develop design standards for natural infrastructure to enhance coastal resilience such as the use of plants and water to perform ecosystems services.	CC	E	
81	i. Review regulations to assure appropriate setbacks for residential uses from the Coastal Jurisdiction Line (the CJL in Greenwich is elevation 5.5 feet).	CC	A	2
82	j. Restrict health care services, assisted living facilities, senior housing, and schools in coastal flood hazard areas, to reduce the potential of exposure of vulnerable populations.	P&Z	V	
83	k. Educate the public regarding the importance of knowing the elevations of their homes and the Base Flood Elevation (BFE) of their area; elevating their homes above the BFE; flood proofing their home; and installing hurricane rated windows.	P&Z	E	

#	ACTION ITEM	LEAD	TYPE	PRIORITY
84	l. Work with wireless carriers to ensure cell tower sites and networks are resilient to storms.	EMOC	V	
85	m. Encourage the use of living shorelines and other non-structural flood and erosion control techniques on both public and private property where appropriate.	P&Z	V	
86	n. Advance use of marsh and tidal wetland restoration strategies.	CC	V	
87	o. Closely monitor new state and federal regulations pertaining to developments in coastal areas in order to adopt regulations fostering resiliency as a priority.			
88	p. Continue infrastructure policies that limit development in areas vulnerable to natural hazards.			
89	q. Support the Department of Public Works' efforts to modify the town's infrastructure in their efforts to pursue climate change resiliency and future public safety.			
Objective 4.4 Protect and ensure the conservation of water resources, particularly groundwater quality and quantity.				
90	a. Advocate for a reduction of site coverage and, where pavement cannot be avoided, promote the use of pervious pavement to reduce impervious areas as part of any new development or redevelopment.	P&Z	V	
91	b. Review map boundaries and text related to locally defined aquifer areas to establish a baseline.	CC	A	2
92	c. Continue to educate residents about sources of water pollution and ways to reduce contamination from fertilizer, pesticides, road salt, pet waste and manure waste, and discharges from improperly operating septic systems.	CC	E	
93	d. Develop guidelines to incorporate drought, flood tolerant, and sustainable planting into landscape proposals.	CC	V	
94	e. Consider incorporating environmental sustainability, ground water recharge, and low impact criteria into special permit standards.	CC	A	1
95	f. Utilize Coastal Area Management regulations to more efficiently protect natural areas from degradation and mitigate non-point source pollution through increased use of buffers.	P&Z	V	
96	g. Repeat the hydrographic dye study at appropriate intervals to ensure shellfish bed classification is accurate.	SC	V	
97	h. Collaborate with the NGO's to support educational opportunities regarding Long Island Sound	CC	E	
98	i. Pursue coastal cleanups and publish study conclusions as a means to educate the public on water quality issues.	CC	E	
Objective 4.5 Enhance and promote accessibility and connectivity between parks, open spaces, and public access areas in Greenwich.				
99	a. Work with non-government organizations to create a plan for connections between open spaces and parks.	P&R	V	
100	b. Capitalize on opportunities to develop additional parkland, particularly in areas of the community that lack access to parks.	P&R	V	
101	c. Expand the Town's extensive trail network where appropriate.	P&R	V	
102	d. Create additional dog park(s).	BOS	A	2
103	e. Showcase environmentally appropriate planting in parks.	P&R	V	
104	f. Healthy parks foster healthy human and animal communities alike. Create inviting and appropriate spaces for animals such as pollinator gardens.	P&R	V	
105	g. Enhance health and wellness through innovative and diversified recreation, leisure and cultural opportunities in the parks.	P&R	V	

#	ACTION ITEM	LEAD	TYPE	PRIORITY
Objective 4.6 Update the 2015 Open Space Plan.				
106	a. Update open space acquisition goals. Include an action plan to permanently protect currently unprotected open space and to promote the additional acquisition of open space to meet the Town's goals.	CC	A	1
107	b. Adjust the open space requirements of the Subdivision Regulations to mandate protection of valued natural features that are not necessarily protected through other means. For example, create a wetland to upland ratio consistent with the parcel as a whole (e.g., if 20% of the lot is comprised of wetlands, no more than 20% of the fee simple open space or easement area shall be comprised of wetlands).	CC	A	1
108	c. Develop open space planting standards in densely developed zones to provide greater tree canopy and deep root plantings.	CC	A	1
109	d. Reinforce public/private partnerships for open space acquisition.	CC	V	
110	e. Investigate enabling fee-in-lieu-of-open-space funds as a tool for open space acquisition.	CC	A	2
111	f. Partner with the Conservation Commission to set greenway and pollinator pathway target goals for Greenwich.	CC	A	1
112	g. Adopt the updated Open Space Plan as a stand-alone document to complement the goals of the POCD.	P&Z	A	1
113	h. Clarify the allowed uses of open space set asides required in the Subdivision Regulations and the purposes they serve.	P&Z	A	2
Objective 5.1 Retain, grow, and attract a wide range of businesses to increase the Town's competitive advantage.				
114	a. Reconsider the uses allowed in retail zones to encourage the retail outlet, such as pop up stores, and brick and mortar interface as an outlet for e-commerce.	P&Z	A	3
115	b. Establish ongoing representation by the Planning and Zoning Commission on the Selectmen's Economic Advisory Committee (EAC) or its successor. Create high-quality economic development marketing materials and use the Town's website to promote the Town's economic assets and opportunities to external audiences (site selectors, state officials, trade associations, developers).	OFS	V	
116	c. Enhance Greenwich's participation in the Fairfield Five and other regional economic development initiatives within Fairfield County, Connecticut, and the New York City Metropolitan Area.	OFS	V	
117	d. Ensure home office zoning regulations are supportive of telecommuting.	P&Z	A	3
118	e. Provide incentives for the creation of co-working and flexible works spaces in commercial zones.	P&Z	V	3
119	f. Support the installation of high speed internet access (enhanced broadband capacity) in Greenwich for the benefit of businesses and residents.	OFS	V	
Objective 5.2 Increase efficiency and transparency in processes to make it easier to do business in Greenwich.				
120	a. Review zoning regulations for commercial areas, with a focus on streamlining and clarifying the process of establishing a business in Greenwich. Ensure that every use is defined, it is clear where uses are permitted, and the parking regulations are clear.	P&Z	A	1
121	b. Continue to improve and expand information on the Town's website relating to digital access to site plan approvals.	P&Z	V	
122	c. Consider a "shared parking" concept in which the number of parking spaces needed is calculated using the peak of the various uses within a building(s). Follow national best practices as applicable locally, in the development of parking requirements.	P&Z	A	1

#	ACTION ITEM	LEAD	TYPE	PRIORITY
123	d. Institute a new process, pursuant to Section 7-159b of the Connecticut General Statutes, that provides for an informal pre-application review, which would create an opportunity for property owners, tenants, contract purchasers etc., to explore ideas for special permit, commercial, multi-family or mixed use projects with the Planning and Zoning Commission. This would allow the public an opportunity to comment and property owners to receive feedback prior to submission of a formal application.	P&Z	A	1
124	e. Formalize educational sessions currently offered by Planning and Zoning and Zoning Enforcement staff on a wide variety of related topics, such as how to navigate the building process, understanding the zoning regulations, how to have a successful application, and what questions to ask when representing a client on land use issues. Consider converting these sessions into webinars or downloadable handbooks.	P&Z	E	
125	f. Review the Town's notification to abutting property owners and seek out new non-intrusive means to ensure greater awareness of pending applications.	P&Z	A	2
126	g. Review and refine existing tools available for zoning enforcement and consider an ordinance that would allow the issuance of fines pursuant to Section 8-12a of the Ct General Statutes.	P&Z	A	2
Objective 5.3 Review the zoning regulations for the villages to ensure development is consistent with the community character and village vibrancy goals of the POCD.				
127	a. Support events in the villages that bring people together.	OFS	V	
128	b. Consider the development of business incubator spaces and programs that support entrepreneurship and small business growth.	P&Z	V	3
129	c. Review the incentives offered to construct Moderate Income Dwelling Units in the villages, particularly those involving height and number of stories, to ensure they are appropriate.	P&Z	A	1
130	d. Create planting guidelines and signage programs for the villages, as appropriate.	P&Z	A	2
Objective 5.4 Continue to strengthen Downtown as the central business district of Greenwich and the core of the community by creating vibrancy, and implementing improvements to parking, and recreational spaces.				
131	a. Strengthen the connection between upper and lower downtown. Downtown is currently bifurcated by the railroad and I-95 underpass that separate Greenwich Avenue from the Bruce Museum, Greenwich Harbor, and Roger Sherman Baldwin Park.	P&Z	V	
132	b. Continue exploring the dredging of Greenwich Harbor and the creation of public docks to create a destination for boaters interested in exploring the museum and the experience of downtown.	HMC	V	
133	c. Work with the Connecticut Department of Transportation and MTA Metro North Railroad, in coordination with the Greenwich Art's Council, to allow for an art installation, improved lighting on the Steamboat Avenue underpass and a safer and more positive pedestrian experience.	OFS	V	
134	d. Enhance gateways to promote Greenwich as a premier residential community by showcasing entertainment and other experiential retail choices, green infrastructure, and public spaces enriched with landscaping and public art.	OFS	V	
135	e. Improve parking in the downtown through segregating employee parking from consumer parking. Consider using price structuring and/or transportation to satellite lots, to better manage the resource and maintain downtown as an attractive shopping venue. Explore means of encouraging pedestrian activity.	PS	A	2
136	f. Implement a parking App that clearly directs vehicles to lots with available spaces.	PS	A	3
137	g. Eliminate parking permits for non-residents and businesses in Town-owned commuter lots.	PS	A	2

#	ACTION ITEM	LEAD	TYPE	PRIORITY
138	h. Improve the management of existing parking spaces in central Greenwich to maximize the use of public and private garages and lots, including valet parking.	PS	V	
139	i. Coordinate with the Department of Public Works to craft the work plan for downtown Greenwich. The plan could range from simple paving to a major public works project, involving a range of infrastructure replacement, such as underground utilities, lighting, stormwater handling/tree wells, etc., all in keeping with the historical character of the Town.	P&Z	V	
Objective 5.5 Support a welcoming environment for appropriately scaled events to enhance and showcase the Greenwich experience to attract residents and businesses to Town.				
140	a. Support the business community in creating events that bring people to the downtown, such as Arts on the Avenue, Putting on the Dog, and the Greenwich Film Festival.	BOS	V	
141	b. Emphasize downtown arts in coordination with Greenwich Arts Council for the purpose of displaying five or six iconic pieces of outdoor sculpture within the downtown to add to the "Tour of Outdoor Sculpture," which currently boasts 29 pieces on public display.	Arts Council	V	
142	c. Develop a plan to strengthen the Town center, comprising the Public Safety Complex, the Senior Center and Greenwich Arts Council, the Board of Education in the Havemeyer building, Greenwich Common (park and playing field), and the Town Hall. The plan should look to build community pride through public activities in and around the buildings and parks of the Town center.	BOS	V	
Objective 5.6 Support the desired development in each functional subarea of the Post Road corridor in meeting the Town's overall goal of improving the appearance, further developing a sense of place, and enhancing the functionality of the entire corridor.				
143	a. Work with Connecticut Department of Transportation to guarantee the state owned land along the Post Road corridor can be enhanced through landscaping and streetscape design and planning to meet the community character goals of this plan.	P&Z	A	2
144	b. Initiate a design summit with car dealerships to enhance the appearance, function, environmental sustainability, and retail viability of the "automobile alley" along West Putnam Avenue. Ideas include natural paving methods, limited lighting, and limited inventory display in the front yard, and pooled off-site inventory storage.	P&Z	A	2
145	c. Review the zoning along the Post Road corridor to ensure that the purpose of the zone matches the desired buildout.	P&Z	A	3
Objective 5.7 Decrease traffic congestion.				
146	a. Develop an access management plan to improve traffic flow by reducing curb cuts and promoting cross-access and shared parking, pushing vehicular traffic to signalized intersections.	P&Z	A	2
147	b. Anticipate and respond to the development of new technical innovations in transportation, such as driverless, shared, or electric vehicles.	P&Z	V	
148	c. Review traffic issues around all schools, particularly Greenwich High School, and consider ways to mitigate.	BOE/P&Z	V	
149	d. Address public transit and non-motorized mobility in new site plan reviews, particularly that result in greater bicycle mobility.	P&Z	V	
150	e. Coordinate with transit providers to explore opportunities to expand and improve bus routes and transit options in Greenwich.	DPW	V	
151	f. Partner with employers in Greenwich to establish programs that incentivize workers to walk, bike, or use public transit to commute to work.	P&Z	V	
152	g. Continue to require development / redevelopment to address traffic congestion, improve traffic flow, improve traffic safety, and accommodate pedestrians and bicycles.	P&Z	V	

#	ACTION ITEM	LEAD	TYPE	PRIORITY
153	h. Maintain the Institute of Transportation Engineers Level of Service (LOS) "C" as the Town standard consistent with the scale and character of the area.	P&Z	V	
154	i. Look for ways to reduce stop and go traffic movements such as traffic circles or Smart Traffic Signals.	DPW	V	
Objective 5.8 Increase bicycle infrastructure.				
155	a. Improve convenience and practicality of bicycling through Town, distinguishing between recreational and transportation goals. Consider the League of American Bicyclists recommendations that a bicycle program consist of projects and initiatives to support one or more of the following categories: education, encouragement, enforcement, engineering, equity, evaluation.	P&Z	V	
156	b. Provide more bike racks at train stations, public buildings, and in business zones.	DPW	V	
157	c. Work with Metro-North to accommodate bicycles on trains.	CC	V	
Objective 6.1 Anticipate the upcoming needs of each utility and ensure a coordinated approach to infrastructure planning that meets the Town's needs in a way that does not detract from community character.				
158	a. Anticipate the development of emerging technical infrastructure and modern services, such as high-speed internet, wireless, and broadband.	OFS	V	
159	b. Coordinate regular meetings with private utility and service providers to discuss potential issues and partnership opportunities.	OFS	V	
160	c. Provide better education to homeowners on their responsibilities to maintain the public right-of-way and keep pedestrian pathways clear of overgrown vegetation.	CC	E	2
161	d. Support budgetary requests of the Department of Public Works for Town infrastructure projects to enhance our ability to attract businesses that grow the Town's reputation as a regional leader in high-tech companies, health services, and re-development.	BOS	V	
162	e. Utilize opportunities with land-use proposals to facilitate infrastructure investments.	P&Z	V	
163	f. Create standards to ensure all development proposed in areas served by well water have adequate water supply for fire emergencies, and if they do not ensure the site is equipped with water cisterns.	FD	V	
Objective 6.2 Promote Town properties as a model of "best practices."				
164	a. Reduce the Town's energy consumption by 20 percent in the short term, with a larger goal of a 40 percent reduction to follow.	CC	A	1
165	b. Provide electric vehicle chargers in public parking lots.	PS	A	2
166	c. Consistent with the recommendations of the Greenwich Parent Teacher Association Council, the Commission on Aging, and the Selectman's Advisory Council for People with Disabilities, work with utilities and the Department of Public Works to maintain pedestrian travel ways to be safe, well-lit and as accessible as possible.	DPW	V	
167	d. "Green" public parking lots.	DPW	V	
168	e. Within requests for qualifications and proposals, set energy efficiency goals and specifications prominently as part of all new or refurbished town building projects.	Purchasing	V	
169	f. Require relevant vendors operating at town properties to support town initiatives and philosophies, such as reduced plastic garbage, more food waste composting, and less leaf disposal.	CC	V	
170	g. Acknowledge and respond to the implications of sea level rise on town assets, such as Greenwich Point, and enact plans to guide changes to maintain the assets that the public values.	DPW/P&R	V	

#	ACTION ITEM	LEAD	TYPE	PRIORITY
Objective 6.3 Support institutional uses while balancing their needs with those of the surrounding neighborhoods.				
171	a. Determine if the most effective tool for managing the reasonable expansion of existing institutional uses is the special permit approval process or whether the creation of an institutional overlay district or some combination of both is warranted.	P&Z	V	
172	b. Implement regulations to increase buffers or other mitigating factors where institutional uses are alongside residential properties.	P&Z	V	
Objective 6.4 Ensure that Town residents have state-of-the-art health and safety services.				
173	a. Support efforts by the emergency service departments (police, fire, ambulance), Greenwich Hospital, and local health care organizations to provide top services to Greenwich residents.	BOH	V	
174	b. Eliminate distance requirements for walk-in clinics within the Building Zone Regulations.	P&Z	A	3
175	c. Support the Nathaniel Witherell as an asset that should be retained.	RTM	V	
176	d. Implement regulations to accommodate greater use of outpatient facilities.	P&Z	A	3
177	e. Work with the various health care entities to identify significant longer term means of supporting their land use needs.	P&Z	V	



Appendices

APPENDIX 1

Legal Authority to Plan

This Plan of Conservation and Development is a land use plan for the physical development of Greenwich. It is an advisory document intended to guide local actions and to provide a framework for consistent decision-making with regard to conservation and development activities over the next decade.

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

Although the Plan is written in accordance with the Town Charter, this plan also meets the Connecticut General Statutes which require that a municipal plan of conservation and development be updated every ten years in order to remain eligible for state grants. It is consistent with both the State Plan of Conservation and Development and MetroCOG's 2015 Regional Plan.

1

Greenwich Town Charter, Section 94

APPENDIX 2

Consistency with *Conservation & Development Policies: the Plan for Connecticut (2013–2018)*

The recommendations of this plan were compared for consistency with *Conservation & Development Policies: the Plan for Connecticut (2013–2018)*, the current draft state plan of conservation and development. The 2013–2018 plan provides a benchmark for municipal plans of development going forward. It is organized around six growth-management principles. Municipalities must consider these principles as they update their plans of conservation and development:

1. Redevelop and revitalize regional centers and areas with existing or currently planned physical infrastructure
2. Expand housing opportunities and design choices to accommodate a variety of household types and needs
3. Concentrate development around transportation nodes and along major transportation corridors to support the viability of transportation options
4. Conserve and restore the natural environment, cultural and historical resources, and traditional rural lands
5. Protect and ensure the integrity of environmental assets critical to public health and safety
6. Promote integrated planning across all levels of government to address issues on a statewide, regional and local basis

The policies and strategies which comprise this Plan are complementary to the growth principles stated above.

APPENDIX 3

Acknowledgments

PLANNING AND ZONING COMMISSION

Margarita Alban, Chair, Planning and Zoning Commission

Nick Macri, Secretary, Planning and Zoning Commission

Peter Levy, Planning and Zoning Commission

Andy Fox, Planning and Zoning Commission

Dave Hardman, Planning and Zoning Commission

Dennis Yeskey, Planning and Zoning Commission

Victoria Goss, Planning and Zoning Commission

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