

CHAPTER 9.0: IMPLEMENTATION

The chapters of this Master Plan outline numerous policies that will be used to guide land-use and economic development decision-making in Stamford over the course of the next 10 years. In reviewing development applications and responding to requests for Zoning Map changes, the City will use the Master Plan policies to determine the extent to which proposed projects will further Stamford's overall vision for its future.

This chapter provides recommendations for achieving Master Plan policies and describes regulatory controls, capital budget expenditures and lobbying efforts necessary for Stamford to achieve its vision for the future. It concludes with a matrix that outlines action items for achieving the policy recommendations provided in each chapter of the Plan.

9.1 REGULATORY CONTROLS

A. Zoning

Zoning is Stamford's primary tool for implementing its Master Plan. Zoning dictates allowed uses and controls density and the scale of buildings on a site. Subdivision and site plan regulations inform the layout of lots, buildings, new roadways and landscaping on a property. Together, these regulations are the City's most effective tools for guiding development and ensuring that it is consistent with Master Plan policies. According to City Charter, any proposed Zoning Code amendments or Zoning Map changes must be consistent with Master Plan policies and the Generalized Future Land Use Plan Map. Therefore, aligning zoning regulations with Plan policies is essential to achieving the vision outlined in this Master Plan. Key zoning recommendations that should be implemented are as follows:

- 1) Update zoning to allow for redevelopment of office parks for mixed-use development.
- 2) Create zoning incentives to direct regional office and retail development Downtown. Such incentives could include reduced parking ratios.
- 3) Rezone industrial properties in the South End from industrial (M-G) to medium-density multifamily (R-MF).
- 4) Rezone industrial properties along the Urban Transitway from industrial (M-L) to mixed-use.
- 5) Rezone industrial properties in the northern portion of the South End from industrial (M-G) to mixed-use.
- 6) Adjust zoning regulations to allow for increased building heights in coastal areas in areas where FEMA has raised flood zone levels.
- 7) Establish a neighborhood revitalization-focused fee-in-lieu program for meeting affordable housing requirements of development and redevelopment.
- 8) Create zoning incentives to encourage use of green and cool roofs.

B. Historic Preservation

Historic preservation controls should be strengthened to better protect and enhance Stamford's historic resources. The key to effective historic preservation is to promote rehabilitation and protection of important historic buildings, while recognizing that not every old structure in the city merits preservation. Specific criteria should be developed to evaluate the historic integrity of older structures, which will prevent demolition of important buildings. Rules and procedures should be set out to govern development in historic districts to ensure that new construction complements the character of existing structures without deterring new development.

Stamford has a newly created Historic Preservation Advisory Commission, enacted by ordinance in May 2013, which is responsible for advising the City's land-use boards and commissions on historic preservation issues within Stamford.

In working to preserve Stamford's historic and cultural resources, the Commission should consider actions to protect the following districts and properties, which have been identified as in need of protection:

- Atlantic Street Post Office (Downtown)
- Former Winski Drug Store (South End)
- Former U.S. Naval Reserve Training Center (East Side)
- Former Lincrusta-Walton Factory smokestack (South End)
- South End National Register District

Tools to be employed to protect these and other identified resources include:

- 1) Educating property owners on the importance of preserving historically significant structures and the availability of zoning incentives and tax credits to support historic preservation.
- 2) The use of historic preservation density bonuses currently provided for in Section 7.3 of Stamford's Zoning Code as well as new density bonuses that would encourage retention of historic building facades and street level character while allowing for new construction that is stepped back above historic buildings.
- 3) Authorization of locally designated historic structures and districts. This would empower the City to set designate historically significant structures and districts and to regulate modifications to them.
- 4) Historic preservation tax credits, which provide a tax credit for the rehabilitation/reuse of historic properties.

9.2 CAPITAL BUDGET EXPENDITURES

The capital budget is an important tool for implementing the physical improvements recommended in this Master Plan. As part of the capital budget preparation process, the Planning Board makes recommendations to the Mayor, who in turn submits the Mayor's revised Capital Budget to both the

Board of Finance and the Board of Representatives for funding of projects consistent with the Master Plan. Projects typically include funding for street and sidewalk repairs, traffic calming improvements, park maintenance and upgrades and shoreline protection infrastructure. Capital budget priorities that should be funded in order to carry out the vision of this Master Plan include:

- 1) Downtown streetscape improvements to enhance walkability
- 2) Improvements to Veterans and Columbus Parks and enhanced streetscape connections between these parks and Mill River Park
- 3) Expansion of the Mill River Park Greenway
- 4) Upgrades to Kosciuszko Park
- 5) Expanded Downtown jitney service
- 6) Improvements to Tresser Boulevard
- 7) Maintenance of shoreline structure associated with environmental and flood protection
- 8) Public infrastructure
- 9) Improvements to schools

9.3 LOBBYING EFFORTS

As discussed in Chapter 3 of this Master Plan, improving regional and local transportation infrastructure is essential to capturing Stamford's economic growth potential. Traffic congestion is strangling the region, making it difficult to get in and out of Stamford via I-95 and the Merritt Parkway. At the same time, accidents and system failures on Metro-North's New Haven line have compromised the reliability of rail service to and from the city. Within the City, local bus routes often do not correspond with riders' travel needs. While the region's road and rail systems and local bus service are not within the control of the City, it is crucial that Stamford take an active role in lobbying for regional road and rail improvements at the State and Federal level as well as for improvements to bus service. Working closely with partners such as the Regional Plan Association, the South Western Region MPO, the Western Connecticut Council of Governments (WCCOG, successor agency to the South Western Regional Planning Agency as of December 31, 2014), and the Business Council of Fairfield County, Stamford must be a vocal advocate for the following transportation infrastructure improvements:

- 1) Bring Metro-North Railroad's New Haven line into a state of good repair
- 2) Enhance the Stamford Transportation Center as a gateway to the city
- 3) Secure funding for roadway widening and pedestrian improvements for I-95/railroad underpasses
- 4) Adjust bus routes to better address travel patterns of residents and commuters
- 5) Improve the frequency and reliability of bus service
- 6) Construct a fourth lane on I-95 for high-occupancy vehicles and buses

9.4 TOP PRIORITY ITEMS

Based on discussion and coordination with the City of Stamford Land Use Bureau, the following strategies represent the top priorities for 10-year implementation of the Master Plan:

1. Increase Economic Resiliency and Diversity
2. Create a Transportation Department
3. Support Downtown as a Regional Center
4. Maintain Character of Residential Neighborhoods
5. Develop a Historic Preservation Strategy
6. Follow up the Plan with a Downtown and South End Implementation Plan
7. Implement the 2010 Sustainability Plan with Specific Emphasis on Coastal Resiliency
8. Create an Affordable Housing Management Strategy

9.5 IMPLEMENTATION MATRIX

Table 28, on the following page, provides a summary of strategies for implementing the policies of this Master Plan. The matrix is organized by plan chapter and includes a set of action items under each plan policy. For each citywide policy, the municipal entities who would be responsible for coordinating implemented are identified; for some policies, coordination with State or federal agencies or private-sector partners may also be needed.

Table 28: Implementation Matrix

PLAN POLICIES AND STRATEGIES SUMMARY

A. A REGIONAL CENTER: ECONOMIC DEVELOPMENT

Policy	Implementation Groups	Page #
Policy 3A: Increase Economic Resiliency and Diversity	Office of Economic Development (OED) Department of Operations Fairfield County Business Council	67
3A.1 Create an Economic Development Plan for the City of Stamford		68
3A.2 Market existing and create new incentives to attract small business		68
3A.3 Encourage modernization of office space and allow for adaptive reuse		68
3A.4 Promote upgraded telecommunications infrastructure.		68
3A.5 Explore the feasibility of the development of a convention center in the Downtown		68
3A.6 Increase and promote financial, technical assistance and development programs for industry		68
3A.7 Promote live/work arrangements		68
3A.8 Promote affordable artist live/work space		68

Policy	Implementation Groups	Page #
Policy 3B: Growth Management	Department of Operations Office of Economic Development (OED)	69
3B.1 Concentrate regional office, retail and entertainment uses and high-density residential development Downtown		69
3B.2 Discourage expansion of office development outside of Downtown in areas that do not have direct access to transit		69
a. Employ a 50 percent floor area ratio (FAR) cap for office development in industrial districts		69
b. Discourage retail and office development in industrial districts		69
3B.3 Encourage redevelopment of vacant Downtown office space for housing		69
3B.4 Encourage the State of Connecticut to work cooperatively with the City to plan for transit-oriented development at the Stamford Transportation Center		70
3B.5 Encourage the reconfiguration of existing office and retail space to accommodate market trends and potential new users		70
3B.6 Improve local bus transit service quality and frequency		70
3B.7 Implement traffic calming and improvements to bicycle and pedestrian infrastructure in the Downtown, along commercial arteries and in neighborhood centers		70

Policy	Implementation Groups	Page #
Policy 3C: Improve Education and Job Training	Board of Education Department of Community Development Charter Oak Communities Land Use Bureau	70
3C.1 Create a model “cradle to career” program to educate and train the resident workforce		71
3C.2 Foster innovative job training and entrepreneurship programs		71
3C.3 Maintain the affordable housing stock to ensure that people who work in Stamford can afford to live in Stamford		71

Policy	Implementation Groups	Page #
Policy 3D: Improve Regional Transportation Infrastructure	South Western Region MPO Western Connecticut COG ConnDOT Department of Operations Mayor's Office	71
3D.1 Widen all railroad bridge underpasses to improve vehicular and pedestrian circulation		72
3D.2 Advocate for funding to bring Metro-North's New Haven line into a state of good repair		72
3D.3 Advocate for funding for infrastructure investments necessary to reduce travel times between New York City, Stamford, New Haven and Hartford		72
3D.4 Work with the State to improve the design and function of the Stamford Transportation Center		72
3D.5 Advocate for construction of a fourth lane on I-95 for high-occupancy vehicles and buses		72
3D.6 Monitor improvements to the Merritt Parkway		72

B. A REGIONAL CENTER: TRANSPORTATION AND MOBILITY

Policy	Implementation Groups	Page #
Policy 4A: Improve Regional Transportation Infrastructure	South Western Region MPO Western Connecticut COG ConnDOT Department of Operations Mayor's Office	87
See Policy 3D		87

Policy	Implementation Groups	Page #
Policy 4B: Upgrade the Stamford Transportation Center to Serve as an Attractive Gateway to the City	Mayor's Office Land Use Bureau	87
4B.1 Work with the State to implement the Stamford Transportation Center Master Plan		87

Policy	Implementation Groups	Page #
Policy 4C: Improve Circulation and Mobility Within the City	South Western Region MPO Department of Operations Engineering Department CT Transit Western Connecticut COG Metropool	88
4C.1 Roadway Improvements		88
a. Improve traffic circulation and reduce traffic bottlenecks		88
b. Implement Park-and-Ride from the Merritt Parkway to Downtown		89
c. Implement the recommendations of the High Ridge/Long Ridge Roads Corridor Study		89
d. Improve east-west connections throughout the City		89
4C.2 Transit Improvements		92
a. Improve bus service		92
b. Continue a trolley or priority bus service connecting key travel nodes in central Stamford		92
c. Make transit stops more attractive and accessible		92
d. Pursue creation of a transit node at the intersection of East Main Street and Myrtle Avenue		92

	e. Coordinate privately operated shuttle routes for efficiency and optimal service	94
4C.3	Pedestrian and Bicycle Circulation Improvements	94
	a. Adopt a Complete Streets policy	94
	b. Create a bicycle map of existing bicycle routes in the City	94
	c. Create bicycle routes in appropriate locations throughout the City	94
	d. Improve pedestrian connectivity within Downtown and adjacent neighborhoods	95
	e. Implement traffic calming strategies to improve pedestrian safety and comfort	95
4C.4	TDM Strategies	96
	a. Promote TDM Strategies to Stamford Employers	96
4C.5	Creation of a Transportation Department	96

Policy	Implementation Groups	Page #
	Department of Operations	96
Policy 4D: Enhance Parking Efficiency	Downtown Special Services District Police Department Proposed Transportation Department	
4D.1	Prepare a parking management strategy	97
4D.2	Continue to evaluate opportunities to reduce parking ratios for development near transit	97

Policy	Implementation Groups	Page #
	Proposed Transportation Department Office of Economic Development (OED) Land Use Bureau Department of Operations	97
Policy 4E: Promote Transit-Oriented Development		
4E.1	Encourage the State to coordinate with the City on plans for TOD at the Stamford Transportation Center	97
4E.2	Implement the recommendations of the Glenbrook and Springdale Village District TOD Feasibility Study	99
4E.3	Consider transit-supportive land use policies for development near East Main Street and Myrtle Avenue	99
4E.4	Consider opportunities for mixed-use transit supportive redevelopment of underutilized office parks on High Ridge and Long Ridge Roads	99

C. DOWNTOWN AND SOUTH END

Policy	Implementation Groups	Page #
Policy 5A: Support Downtown as a Regional Center	Office of Economic Development (OED) Downtown Special Services District	112
5A.1	Concentrate regional office, retail and entertainment uses and high-density residential development in the Downtown	112
5A.2	Identify opportunities to relocate office uses that are currently situated in other neighborhoods to Downtown	112
5A.3	Encourage redevelopment of vacant Downtown office space for housing	112
5A.4	Explore the feasibility of the development of a convention center in Downtown Stamford near the Stamford Transportation Center	
5A.5	Promote a regional arts and entertainment district Downtown	112
	a. Encourage incentives for arts and entertainment Downtown	112
5A.6	Promote infill development on vacant sites within Downtown	113
5A.7	Initiate a planning study by a consultant analyzing and assessing the design, connectivity and build-out of current plans for the Downtown	113

Policy	Implementation Groups	Page #
Policy 5B: Make Downtown a More Pedestrian-Friendly Neighborhood	Department of Operations Downtown Special Services District Stamford Partnership People Friendly Stamford	113
5B.1 Improve pedestrian connectivity within Downtown and between Downtown and adjacent neighborhoods		113
5B.2 Implement streetscape and traffic calming improvements Downtown		113
5B.3 Encourage quality urban design that relates well to streets and people		113
5B.4 Emphasize ground-floor retail and pedestrian activity		113
5B.5 Promote contextual commercial and residential development along Summer and Bedford Streets		114

Policy	Implementation Groups	Page #
Policy 5C: Encourage Public Access to the South End Waterfront	Land Use Bureau Department of Operations	114
5C.1 Protect and promote water-dependent uses, recreation and boating		114
5C.2 Make non-water-dependent uses contingent upon providing public access and meeting other public objectives		114
5C.3 Maintain and enhance harbor access		115
5C.4 Manage and enhance the natural environment along the South End shoreline		115

Policy	Implementation Groups	Page #
Policy 5D: Improve Connections between Downtown, the South End and Adjacent Neighborhoods	Department of Operations Proposed Transportation Department Private-Sector Partners	115
5D.1 Roadways and Transit		115
a. Improve traffic circulation and reduce traffic bottlenecks		115
b. Continue a trolley or priority bus service connecting Downtown, the Stamford Transportation Center and the South End		115
c. Improve the function of the Stamford Transportation Center as a gateway to and connector between Downtown and the South End		115
d. Implement new express bus service along the Urban Transitway from East Main Street to the Stamford Transportation Center		115
e. Promote bus connections between Downtown and adjacent neighborhoods		116
5D.2 Pedestrian and Bicycle Connections		116
a. Improve pedestrian connectivity between Downtown and the South End		116
b. Establish clearly delineated bicycle route(s) between Downtown and the South End		116
5D.3 Open Space Connections		116
a. Continue to pursue the Mill River Plan and promote a continuous greenway from Scalzi Park to Kosciuszko Park		116
b. Upgrade Kosciuszko Park to make it more of a neighborhood and citywide asset		116
c. Maximize the potential of public plazas and open spaces Downtown and in the South End		116
d. Link open spaces and public plazas Downtown along Main Street to create an east-west greenway		116

Policy	Implementation Groups	Page #
Policy 5E: Balance New Development with Neighborhood Preservation in the South End	Land Use Bureau Office of Economic Development (OED) Department of Operations South End NRZ	117
5E.1 Promote neighborhood revitalization		117
5E.2 Promote affordable homeowner housing		117
5E.3 Encourage relocation of industrial uses from residential areas		117
5E.4 Preserve neighborhood parking		117
5E.5 Calm neighborhood traffic		117
5E.6 Promote mixed-use development along the Urban Transitway		117
5E.7 Analyze and assess the design, connectivity and build-out of current plans for the South End		117

Policy	Implementation Groups	Page #
Policy 5F: Support Retention of the Arts Community in the South End	Office of Economic Development (OED) Land Use Bureau	118
5F.1 Promote artist live/work space		118
5F.2 Encourage connections between the South End arts community and Downtown arts and entertainment		118
5F.3 Retain niche antiques market in the South End		118

D. COMMUNITY CHARACTER

Policy	Implementation Groups	Page #
Policy 6A: Maintain Residential Neighborhood Character	Land Use Bureau Department of Community Development Charter Oak Communities Housing Development Fund (HDF) Historic Preservation Advisory Commission	133
6A.1 Balance new development with preservation of existing residential communities		133
6A.2 Create a neighborhood revitalization-focused fee-in-lieu program for meeting affordable housing requirements for new development		133
6A.3 Support neighborhood generated revitalization plans		133
6A.4 Expand the City's neighborhood beautification grant program		134

Policy	Implementation Groups	Page #
Policy 6B: Preserve Existing and Create New Affordable Housing	Land Use Bureau Department of Community Development Charter Oak Communities Housing Development Fund (HDF)	134
6B.1 Continue one-for-one replacement policy for public housing		134
6B.2 Maintain inventory of other publicly assisted affordable units		134
6B.3 Encourage rehabilitation and sound management of small multifamily buildings		134
6B.4 Strengthen oversight and capacity within City government to promote neighborhood stabilization and enhance management of Stamford's Below Market Rate (BMR) program		134
6B.5 Enhance inclusionary zoning incentives		134

Policy		Implementation Groups	Page #
Policy 6C: Encourage Development of Mixed-Income Housing		Land Use Bureau Department of Community Development Charter Oak Communities Housing Development Fund (HDF)	135
6C.1	Continue to revitalize public housing sites with mixed-income development that is integrated into the community		135
6C.2	Promote development of a variety of housing types		135
6C.3	Encourage homeownership		135
6C.4	Encourage conversion of vacant office buildings to residential use		135
6C.5	Encourage increased density along transit corridors and within Downtown through land use regulations and developer incentives		135
6C.6	Remediate brownfields for new mixed-income housing		135

Policy		Implementation Groups	Page #
Policy 6D: Preserve Historic Buildings and Districts		Land Use Bureau Department of Community Development Historic Preservation Advisory Commission	140
6D.1	Conduct a citywide historic preservation survey and prepare a historic preservation plan for Stamford.		140
6D.2	Seek National Register of Historic Places listing for non-designated historically significant structures		140
6D.3	Provide tax and zoning incentives for historic preservation and adaptive reuse		140
	a. Promote zoning incentives for historic preservation and adaptive reuse		140
	b. Authorize local designation of historic districts and landmarks		140
6D.4	Encourage the use of historic preservation tax credits		140

E. NEIGHBORHOOD POLICIES

North Stamford (NS)

NS-1	Preserve and protect neighborhood character and quality-of-life	143
NS-2	Improve mobility and circulation	143
NS-3	Preserve and enhance parks, open space and the natural environment	144

Newfield, Turn-of-River and Westover (NTW)

NTW-1	Preserve, protect and enhance neighborhood character and quality-of-life	147
NTW-2	Improve mobility and circulation	148
NTW-3	Preserve and enhance parks, open space and the natural environment	148

Belltown, Glenbrook and Springdale (BGS)

BGS-1	Create vibrant, mixed-use centers that are pedestrian- and transit-friendly	152
BGS-2	Improve mobility and circulation	152
BGS-3	Preserve and protect neighborhood character and quality-of-life	153
BGS-4	Preserve and enhance parks, open space and the natural environment	153

East Side (ES)

ES-1	Create vibrant mixed-use centers and corridors that are pedestrian- and transit-friendly	155
ES-2	Preserve and enhance neighborhood character and quality-of-life	155
ES-3	Promote new retail opportunities and services for the neighborhood	156
ES-4	Improve mobility and circulation	156

Cove (C)

C-1	Preserve and enhance neighborhood character and quality-of-life	157
C-2	Improve mobility and circulation	157
C-3	Preserve and enhance parks, open space and the natural environment	158

Shippan (S)

S-1	Preserve and enhance neighborhood character and quality-of-life	158
S-2	Improve mobility and circulation	158
S-3	Preserve and enhance parks, open space and the natural environment	159

West Side (WS)

WS-1	Preserve and enhance neighborhood character and quality-of-life	162
WS-2	Improve mobility and circulation	163
WS-3	Retain existing and promote new affordable housing	163

Waterside (W)

WS-1	Preserve and enhance neighborhood amenities and character and overall quality-of-life	163
WS-2	Preserve and enhance parks, open space and the natural environment	164

F. A SUSTAINABLE FUTURE

Policy	Implementation Groups	Page #
Policy 7A: Expand and Link the City’s Open Spaces	Department of Operations Land Use Bureau State/Federal Agencies	166

Policy	Implementation Groups	Page #
Policy 7B: Create New Streetscape Connections Downtown	Department of Operations Land Use Bureau State/Federal Agencies	166
7B.1 Provide high-quality streetscape designs along principal streets		167
7B.2 Adopt Complete Streets design standards to accommodate bicycle and pedestrian improvements in street and sidewalk projects		167
7B.3 Improve pedestrian comfort at underpasses		167
7B.4 Increase access to parks within a quarter-mile walking distance of each neighborhood		167

Policy	Implementation Groups	Page #
Policy 7C: Enhance Open Space Management	Department of Operations Land Use Bureau State/Federal Agencies	167

Policy	Implementation Groups	Page #
Policy 7D: Aggressively Pursue Open Space Acquisitions, Open Space Dedication and Open Space Easements	Department of Operations Land Use Bureau State/Federal Agencies	167

Policy	Implementation Groups	Page #
Policy 7E: Support an Active and Diverse Waterfront	Department of Operations Land Use Bureau State/Federal Agencies	168
7E.1 Establish and maintain diversity of viable water-dependent uses		168
7E.2 Encourage and support continued operation and, where feasible, enhancement of public and private recreational boating uses and facilities		168
7E.3 Maintain and enhance waterfront parks, beach areas and other facilities that provide opportunities for public access to the city’s coastal waterways		168

Policy	Implementation Groups	Page #
Policy 7F: Maximize Public Access to the Waterfront	Department of Operations Land Use Bureau State/Federal Agencies	168
7F.1 In designated areas, promote continuous waterfront access through easements as well as public acquisition		169

Policy		Implementation Groups	Page #
Policy 7G: Create Compact and Complete Communities		Department of Operations Land Use Bureau State/Federal Agencies	170
7G.1	Encourage active ground floors for developments along pedestrian routes		170
7G.2	Encourage appropriate density standards		170
7G.3	Locate and/or design the development such that 50% of its dwelling units are within a quarter-mile walking distance of a number of diverse uses		170
Policy		Implementation Groups	Page #
Policy 7H: Encourage Infill Development		Department of Operations Land Use Bureau	171
7H.1	Develop an inventory of infill parcels		171
Policy		Implementation Groups	Page #
Policy 7I: Provide Greater Transportation Choices		Department of Operations Land Use Bureau Proposed Transportation Department State/Federal Agencies	171
7I.1	Create and implement a comprehensive Transportation Demand Management program		171
7I.2	Phase out free parking		171
7I.3	Shared parking		171
7I.4	Vehicle charging stations		171
7I.5	Car sharing		172
Policy		Implementation Groups	Page #
Policy 7J: Improve Standards for New Private Construction and Renovations		Department of Operations Land Use Bureau State/Federal Agencies	173
7J.1	Require benchmarking for significant privately owned structures		173
7J.2	Provide incentives to encourage buildings to meet measurable standards of sustainable design, including the Stamford sustainability scorecard		173
7J.3	Require sub-metering for all new and substantially renovated multi-unit buildings		174
7J.4	Upgrade mechanicals for energy efficiency in all major buildings		174
7J.5	Encourage adaptive reuse of existing structures		174
7J.6	Consider building code standards for increased thermal performance, water usage and energy efficiency		174
7J.7	Support sustainable design in the industrial sector		174
Policy		Implementation Groups	Page #
Policy 7K: Sustainable Municipal Buildings		Department of Operations Land Use Bureau State/Federal Agencies	174
7K.1	Enforce sustainable remodeling standards		175
7K.2	Select and implement energy efficiency projects with the goal of bringing all municipal facilities to Energy Star levels by 2018		175
7K.3	Encourage adaptive reuse of underutilized municipal buildings		175

7K.4	Continue to source municipal power from renewable sources	175
7K.5	Continue program to retrofit building commissioning and energy efficiency improvements	175

Policy		Implementation Groups	Page #
Policy 7L: Further Identify Critical Natural Areas		Department of Operations Land Use Bureau State/Federal Agencies	176
7L.1	Prepare and maintain a prioritized list of lands that should be designated as open space or for conservation protection		176
7L.2	Assemble tools to protect and acquire open space		176
	a. Acquisition.		176
	b. Conservation easements and purchase of development rights		176
	c. Land use regulation		177
	d. Tax incentives		177
	e. Funding		177

Policy		Implementation Groups	Page #
Policy 7M: Protect Watersheds		Department of Operations Land Use Bureau State/Federal Agencies	177
7M.1	Prepare a watershed management plan		177
7M.2	Monitor water quality		178

Policy		Implementation Groups	Page #
Policy 7N: Protect Coastal Lands		Department of Operations Land Use Bureau State/Federal Agencies	178
7N.1	Protect and enhance natural flood barriers		178
7N.2	Recognize the ecological inter-relationship among resource areas		178
7N.3	Consider cumulative impacts		178
7N.4	Avoid new or expanded use, development or activities that would exceed the capacity of coastal resources		178
7N.5	Encourage and support restoration of coastal resources		178
7N.6	Maintain shoreline structures associated with environmental protection		178
7N.7	Identify and evaluate any significant environmental contamination		178

Policy		Implementation Groups	Page #
Policy 7O: Manage Natural Areas		Department of Operations Land Use Bureau State/Federal Agencies	179
7O.1	Establish partnerships to monitor natural areas		179
7O.2	Institute integrated pest management on City properties to reduce pesticide risk and exposure		179

Policy	Implementation Groups	Page #
Policy 7P: Prepare Flood Mitigation Strategy	Department of Operations Land Use Bureau State/Federal Agencies	180
7P.1 Identify vulnerabilities		180
7P.2 Develop catalogue of strategies		180
7P.3 Adapt building regulations to potential increases in flooding		180
7P.4 Future planning		180
7P.5 Preparedness and response		180
7P.6 Natural protective features		180
7P.7 Education		180
7P.8 Continue the City's maintenance of the Hurricane Barrier in cooperation with the Army Corps of Engineers		
Policy 7Q: Mitigate Contributing Factors to Climate Change	Department of Operations Land Use Bureau State/Federal Agencies	181
7Q.1 Provide incentives for the use of green and cool roofs		181
7Q.2 Encourage installation of a cool roof anytime a building is being constructed or re-roofed		181
7Q.3 Inventory and map all Downtown buildings that have the potential for green and/or cool roofs		181
7Q.4 Use materials that have low solar reflective value		181
7Q.5 Expand the urban forest with street trees and green space		181
Policy 7R: Implement, monitor and update Local Action Plan: Greenhouse Gas Emissions Reductions (2004)	Department of Operations Land Use Bureau State/Federal Agencies	181
Policy 7S: Create Resource Efficient Energy Infrastructure	Department of Operations Land Use Bureau State/Federal Agencies	182
7S.1 Encourage reduction of energy use		182
7S.2 Promote the City's Energy Improvement District		182
7S.3 Promote local renewable energy generation		182
7S.4 Promote use of renewable energy provided by utilities		182
7S.5 Encourage access to renewable energy for lower-income households		183
Policy 7T: Create Sustainable Community Water Systems	Department of Operations Land Use Bureau State/Federal Agencies	183
7T.1 Implement strategies to create more water-efficient infrastructure		183

Policy	Implementation Groups	Page #
Policy 7U: Create Green Infrastructure to Address Area Drainage Issues and Water Quality	Department of Operations Land Use Bureau State/Federal Agencies	183
7U.1 Stormwater and runoff ordinance		184
7U.2 Adopt a stormwater manual that uses green infrastructure strategies		184
7U.3 Catch basin enhancement		184
7U.4 Green infrastructure plan and low impact development		184
7U.5 Permeable paving		184

Policy	Implementation Groups	Page #
Policy 7V: Energy Efficient Lighting and Reduced Ambient Light	Department of Operations Land Use Bureau State/Federal Agencies	185
7V.1 Continue efforts to transform exterior lighting		185
7V.2 Adopt use of fixtures that reduce ambient light and that focus light more directly toward required tasks		185

Policy	Implementation Groups	Page #
Policy 7W: Reduce Waste	Department of Operations Land Use Bureau	185
7W.1 Construction and demolition waste		185
7W.2 Encourage composting and cogeneration		186
7W.3 Multifamily recycling		186

Policy	Implementation Groups	Page #
Policy 7X: Integrate Sustainability Strategies into City Government	Department of Operations Land Use Bureau State/Federal Agencies	186
7X.1 Create a sustainability coordinator position to manage and initiate sustainability projects		186
7X.2 Institute sustainable procurement policies		186
7X.3 Address disproportionate environmental burdens on low-income communities		186