

## CHAPTER 7.0: A SUSTAINABLE FUTURE

### 7.1 OPEN SPACES AND WATERFRONT

#### Goals

- Complete the Mill River Greenway from Scalzi Park to Kosciuszko Park
- Establish an east-west pedestrian and open space network connecting Mill River Park, Columbus Park and Veterans Park
- Connect open space and waterfront areas
- Protect and enhance public access to the waterfront [and the Stamford Harbor Management Area.](#)
- Protect coastal resources

#### A. Introduction

Open space in the City of Stamford is composed of its extensive shoreline and river system, several large natural areas, parks, agricultural lands, school open space, playgrounds, urban plazas and pocket parks.

~~The shoreline covers approximately 14 miles and supports a diversity of land uses. The waterfront includes Stamford Harbor, Westcott Cove, Dolphin Cove and Cove Island Harbor. Waterfront parks include Cummings Park with its public beach, Cove Island Park with beaches and wildlife sanctuary and Kosciuszko Park on the Harbor.~~ Stamford is part of the coastal area of the State of Connecticut as defined in the Connecticut Coastal Management Act. The City has its own coastal management program, the Stamford Municipal Coastal Program (MCP), established with adoption of the Master Plan Coastal Addendum in 1984. Stamford has ~~a n a l s o~~ established ~~its own~~ Harbor Management Commission, tasked with planning for the use of [the Stamford Harbor Management Area](#) , ~~and~~ the City's other coastal and navigable waters, [and its adjoining lands. The Stamford Harbor Management Commission developed the Stamford Harbor Management Plan which was adopted by the Stamford Board of Representatives and approved by the State of Connecticut.](#)

Stamford is a significant center of recreational boating on western Long Island Sound, with a number of public boating facilities located on the waterfront and in the [Stamford Harbor Management Area](#). [The shoreline covers approximately 14 miles and supports a diversity of land uses. Coastal waters include Stamford Harbor, Westcott Cove, Dolphin Cove and Cove Island Harbor. Coastal facilities include Cummings Park & Marina with its public beach, West Beach and adjacent boat launching ramp, Cove Island Park & Marina with beaches and wildlife sanctuary, Czescik Park & Marina, and Kosciuszko and Bocuzzi Parks on the Harbor. The Stamford Coastal Management Area is shown on Figure \[22\].](#)

Several inland parks are located along Stamford's extensive river system; the most significant is Mill River Park. Plans to construct a continuous greenway along the Rippowam River from Scalzi Park to Kosciuszko Park are advancing through a series of park and pathway construction projects along the river. Scalzi Park's extensive recreational fields are already connected to the Mill River Greenway. Mianus River City Park, which includes 220 acres of natural areas, and the Mianus River State Park are

Stamford Master Plan – Chapter 7.0: A SUSTAINABLE FUTURE 07/30/14

located along the Stamford-Greenwich border. There are several isolated open spaces along the Noroton River bordering New Canaan. A series of brooks including Spring Brook, Ayers Brook, Toilsome Brook, Holts Ice Pond Brook, Havitland Brook and Poorhouse Brook are significant natural features and open spaces. The rivers and brooks connect to the North Stamford Reservoir, the Mianus Reservoir and the Laurel Reservoir. The Dorothy Heroy Park, which includes playing fields and recreational facilities, is located near the Laurel Reservoir. The City also has a public golf course, the Gaynor Brennan course. In addition, Stamford has a series of smaller parks located throughout the City, including Jackie Robinson Park and Lione Park, as well as a series of urban parks and public plazas Downtown.

**B. Previous Open Space Studies**

The City’s 2002 Master Plan described the importance of open spaces throughout the community and proposed linking various green spaces with a greenway along the river systems and on land adjacent to the Merritt Parkway. In 2007, SWRPA prepared an open space analysis of the South Western Connecticut region identifying potential new open space within Stamford. The SWRPA analysis provided an acquisition plan for new open spaces and identified areas in need of conservation management plans. The open space areas recommended for protection generally follow the north-south orientation of rivers and brooks and their associated ecological systems. *Towards a Livable Community*, prepared by Regional Plan Association and published by the Downtown Special Services District in 2010, reviewed a series of improvements to existing open spaces in the Downtown. It recommended pedestrian routes with improved streetscape designs connect Downtown open spaces, and also suggested small pocket parks be created in underutilized portions of Downtown’s existing public right of ways. Collectively, these documents supported a network of open spaces could be expanded throughout the City.

**C. Expanding the Open Space Network**

This Master Plan proposes green corridors, individual community parks and a diverse shoreline. New green pedestrian corridors and open spaces are envisioned to create a city-wide green network.

**Policy Recommendations**

**Policy 7A: Expand and Link the City’s Open Spaces**

The Mill River Greenway should be further expanded as a continuous linear park with a walking and bicycle path that connects its entire length from Stamford Harbor to Bull’s Head. Pedestrian trails along the river should continue further north of Bull’s Head. Potential trails parallel to the Merritt Parkway could connect the Mill River/Rippowam trail system to the Mianus River trail system, and to Holts Ice Pond Brook. The plan proposes that regional alliances be established to create regional open space networks. These might include further extensions of the Mill River Greenway and Mianus River into New York State or improvements along the Noroton River into New Canaan. Bicycle routes should be developed, as feasible, to connect Stamford’s public beaches to nearby neighborhoods and to the Downtown.

**Policy 7B: Create New Streetscape Connections to Downtown**

Recommendations also include new east/west streetscape connections in the Downtown vicinity. The first encompasses Main Street from West Main Street to Stamford Town Center. It would connect the Mill River Greenway to Columbus Park and to Veterans Park, and would consist of improved public parks as well as enhanced streetscape design between the parks. A second streetscape connector extends from Jackie Robinson Field to Elm Street along Tresser Boulevard. It would include transformation of Tresser Boulevard into a complete street with improved pedestrian and landscape features. An additional east/west pedestrian connection may be developed from Kosciuszko Park across or parallel to

the Hurricane Barrier at the East Branch of Stamford Harbor, and then across Shippan to Westcott Cove. Collectively, the greenways will provide access to park space for a greater number of individuals.

### **Implementation Strategies**

**7B.1: Provide high-quality streetscape designs along principal streets.** Street improvements will require trees and plantings as well as improvements to urban hardscapes and crosswalks in order to provide pedestrian comfort.

**7B.2: Adopt “Complete Streets” design standards in order to accommodate bicycle and pedestrian improvements in street and sidewalk projects.** Reclaim space in streets with an excessive number of overly wide lanes for bicycle access.

**7B.3: Improve pedestrian comfort at underpasses.** Principal causes of discontinuity in the City are the elevated structures of I-95 and the Amtrak Railway. Both of these structures limit connectivity between the northern and southern portions of the City. A limited number of street underpasses have poor facilities for pedestrians.

**7B.4: Increase access to parks within a quarter-mile walking distance of each neighborhood.** Increased access to school properties for recreational use and a limited number of new recreational parks may be required to support neighborhood needs.

### **Policy 7C: Enhance Open Space Management**

Open spaces require various types of management. Natural areas require stewardship to support their ecology, and regulations to protect them. Management plans may stem erosion problems, protect areas from overuse, maintain cleanliness, remove invasive species and increase safety. Some existing open spaces need further programming of activities. The extensive waterfront of Stamford requires management to balance the use of active waterfront activities, its natural areas and areas for flood protection. The maintenance of a public marina<sup>s</sup>, docks, waterside walks, wetlands and beaches provides an important connection of Stamford to Long Island Sound. All of these management issues must be accounted for in the City’s operating funds.

**Policy 7D: Aggressively Pursue Open Space Acquisitions, Open Space Dedication and Open Space Easements.** The City has successfully employed a mix of acquisition, dedications and easements, often in cooperation with local and national land trusts and as a positive outcome of land use review. The City’s *Parks, Recreation and Open Space Master Plan* identifies a number of acquisition priorities, mainly in North Stamford. Additional priorities include out-parcels which prevent the unification of Cummings Park East and West; larger grounds for the Rogers Magnet and K.T. Murphy public schools; and parks adjoining community centers in the South End, Waterside and West Side.

## Policy 7E: Support an Active and Diverse Waterfront

### Implementation Strategies

**7E.1:** Establish, ~~and~~ maintain and restore diversity of viable water-dependent uses that a) individually and collectively provide significant economic benefits and enhance the quality-of-life in the City; and b) are consistent with the capacity of coastal resources to support those uses without the occurrence of significant adverse impacts on environmental quality or public health, safety or security. Maintain and enhance in conformity with the goals, objectives and policies set forth in the Stamford Harbor Management Plan, Stamford's status as a center of recreational boating activity on Long Island Sound and a regional destination for visiting boaters.

**7E.2:** Encourage and support continued operation and, where feasible, enhancement of public and private recreational boating uses and facilities, including facilities for the maintenance, repair, storage, hauling and berthing of vessels. Avoid development that would result in significant reduction of available recreational boating services, including, but not limited to, vessel maintenance, repair, storage, hauling and berthing facilities of local and/or regional significance.

**7E.3 :** The former Yacht Haven (West) site is currently being remediated so there is no full service boatyard in Stamford. There have been proposals to redevelop the site with commercial properties rather than as mandated by the 2002 Master Plan. This site, as envisioned by the 2002 Mster plan continues to be one of Stamford's major waterfront assets and its capability as a boatyard should not be compromised in any redevelopment plan for the property.

**7E.43:** Maintain and enhance, for public use and enjoyment, waterfront parks, beach areas and other facilities that provide opportunities for public access to the City's coastal waterways and Long Island Sound, including but not limited to, City-owned properties and privately owned areas that provide public access to and along the coastal waterways.

**Policy 7F: Maximize public access to the waterfront.** Existing public access and visual access to the waterfront is to be preserved and enhanced wherever possible. New access should be mandatory as redevelopment occurs, except in cases where public safety would be at risk. The extent and layout of such access will be dependent upon 1) the use of each waterfront site (e.g. public access would pose safety or significant security issues on waterfront land used for water-dependent industry, and 2) its location in relation to other public access resources or opportunities.

The most meaningful public access will most likely be achieved where site plan features and permitted uses draw people to areas where waterfront access is provided and where there is continuous public access along the water's edge. Frequent connections to inland streets should be provided with pedestrian and view corridors aligned with cross streets to the maximum extent practicable. Continuous public access along the waterfront should take into consideration ways to celebrate and circumnavigate the working waterfront. A series of public destinations such as overlooks and fishing piers along the

waterfront edge will help draw people along the linear path. Large blank walls or extensive parking adjacent to the waterfront should be discouraged. New development facing the waterfront should contribute to an active presence along the water's edge.

### **Implementation Strategy**

**7F.1: In designated areas, promote continuous waterfront access through easements and public acquisition.** Priority areas for acquisition include both sides of the West Branch, the [westeast](#) side of the East Branch and along the Mill River south of Scalzi Park. Much of this waterfront is either park, vacant, underutilized for industry or subject to flooding. Connections between the Downtown and the West Branch of the Harbor should also be considered.

## **7.2 CONTEXT-SENSITIVE DEVELOPMENT**

### **Goals**

- **Promote sustainable development patterns**
- **Encourage sustainable building design**

### **A. Introduction**

The City has extensive watersheds and natural ecological systems to protect. It also must continue to direct growth of the City toward neighborhoods that are less auto-dependent, more walkable and can build upon the City's access to transit. Stamford's future development should continue to examine methods to use resources efficiently including energy, water and materials. Methods to improve waste reduction must continue to evolve. As a coastal city, Stamford must respond to sea level rise and the potential increases in the frequency of flooding. Solutions to drainage and flooding issues may be addressed in part with green infrastructure. The City has already undertaken a series of studies and measures to address sustainability, most notably including the Sustainability Amendment of 2010.

### **The Use of Metrics**

As a departure from the other chapters of this Master Plan, sustainability metrics have been provided for the chapter to assist the City in measuring progress toward sustainability goals and the efficacy of policies. Three types of metrics addressed in this chapter:

1. *Benchmarks*, which are a reflection of existing conditions or a starting point;
2. *Targets*, which measure goals and objectives; and
3. *Progress*, which measures movement toward fulfilling a goal and objective.

As outlined in the following sections, suggested metrics are provided, as appropriate. It should be noted that not all goals and policies can be readily quantified, and the measurable data in some cases are not readily available or easily obtained. Also, for metrics to be useful, updates will need to occur on a regular basis; these cannot wait 10 or more years for a new master plan. Therefore, it is important that the City

commit itself to a schedule of updating the metrics listed herein. This will enable Stamford to prepare a report card on how it is doing, over time, with respect to its sustainability goals and policies.

## **B. Neighborhood Pattern and Design/Built Environment**

The planning of neighborhoods has a large impact on quality-of-life and on the use of natural resources. Since vehicles are a significant source of Green House Gas (GHG) emissions, sustainable planning seeks to reduce auto-dependency. Vehicle-related accidents also comprise a significant portion of Centers for Disease Control (CDC) injury and mortality rates. Compact community plans are sustainable because they reduce auto-dependency, allow walkable neighborhoods and offer practical access to energy-efficient transit.

### **Policy 7G: Create Compact and Complete Communities**

The plan encourages growth of compact communities. These may be focused in areas that have access to transit such as Downtown, Glenbrook and Springdale. The City has already fostered transit-oriented development planning studies in these areas. Compact growth areas should be planned with a mix of uses including residential, office, retail and institutions, so that all the needs of daily life are with short walking distances from each other. The plan proposes walkable streets within each neighborhood and “complete streets” with bicycle access.

#### **Implementation Strategies**

**7G.1: Encourage active ground floors for developments along pedestrian routes.** Require through-block pedestrian connections for large sites, where appropriate.

#### *Metric:*

LEED for Neighborhood Development provides several measurement standards for compact communities.

**7G.2: Density.** Build any residential components of the area at a density of 7 dwelling units per acre or greater of buildable land available for residential uses, and build any nonresidential components of the project at a density of 0.50 FAR or greater of buildable land available for nonresidential uses.

**7G.3: Locate and/or design the development such that 50% of its dwelling units are within a quarter-mile walking distance of the number of diverse uses.**

## **Policy 7H: Encourage Infill Development**

Infill development is a key strategy to the growth of compact walkable communities. The City may continue its efforts to redevelop brownfield sites, underutilized vacant property, surface parking lots within the city center and underutilized sites near transit.

### **Implementation Strategy**

**7H1:** Develop an inventory of infill parcels that have been previously developed and brownfield or greyfield sites of greatest priority and potential for development or redevelopment, and encourage brownfield redevelopment.

#### *Metric:*

Encourage 75% of new housing units or developments utilize existing water and sewer mains and do not require extending or widening public roadways.

## **Policy 7I: Provide Greater Transportation Choices**

Current transportation patterns consume a large percentage of energy resources and contribute to GHG emissions. Providing alternative modes of transportation can support cleaner air and reduce fuel consumption. Street designs should integrate pedestrians and bicycle use. Transit options which expand upon Stamford's existing network of bus and rail can provide a sustainable transportation system.

### **Implementation Strategies**

**7I.1: Transportation Demand Management (TDM).** Create and implement a comprehensive TDM program to reduce weekday peak-period motor vehicle trips by at least 20% compared with a baseline case, and fund the program for a minimum of three years following build-out of the project. Require that developments under site plan review submit Parking and Transportation Demand Management plans (PTDM) in order to reduce single-occupant vehicle trips associated with the project. PTDM measures should include some or all of the following: easy access to transit, shuttle services, ride-sharing, bicycle and pedestrian facilities, flexible working hours, flexible parking strategies and preferential parking for low-emission vehicle.

**7I.2: Phase out free parking.** Phase out free parking assigned to City staff for privately owned vehicles and increase alternative transportation options for employees. Use revenues for alternatives to private vehicle travel.

**7I.3: Shared parking.** Review parking requirements to allow for shared parking strategies and reduced parking requirements in transit-oriented development areas.

**7I.4: Vehicle charging stations.** Encourage the installation of vehicle recharging stations on all public garages and City owned lots.

**71.5: Car sharing.** Support and encourage the growth of car sharing (e.g. "Zipcars") among City residents and businesses through actions that expand the supply of car sharing vehicles at convenient locations and actions that increase the demand for car sharing services.

*Metrics:*

- Demonstrate an annual decrease in vehicle miles traveled measured from a baseline year.
- Mode Split metric per International Council for Local Environmental Initiatives Star Community Rating System
  - Achieve the following thresholds for journey-to-work trips:
    - Drive alone maximum: 60%
    - Bicycle + Walk + Transit minimum: 25%
    - Bicycle + Walk minimum: 5%

**C. Sustainable Buildings**

Buildings consume a large percentage of the energy supply, as well as water and building materials. Several technologies have been developed that allow the design of buildings to use resources more efficiently and also to provide healthy living environments. There are several documents that help guide the design of sustainable buildings. One of the more prominent guiding systems is the LEED (Leadership in Energy and Environmental Design) group of rating systems that address new construction, building renovations and neighborhood planning. Improvements in construction standards can be made for both private buildings and public buildings. The strategies and tools available to encourage sustainable private building are different than for public buildings. The City has several ongoing programs to guide private development:

**Corporate Sustainability Challenge**

The City has a Corporate Sustainability Challenge partnership with the Building Owners and Managers Association. This encourages sustainable buildings in the City and encourages retrofit commissioning of buildings. The challenge has included several participants and LEED-certified buildings.

**Sustainable Stamford**

Sustainable Stamford is the mayor's task force on sustainability, established in 2007. Its mission is to promote energy efficiency, environmental education, waste reduction and recycling, greenhouse gas emissions reductions, green buildings and all efforts affecting sustainability in Stamford.

### **Sustainable Design Scorecard**

The City requires that a Sustainable Design Checklist, developed in partnership with the RPA and ICLEI (Local Governments for Sustainability), be completed as part of the site plan review process.

### **Solarize Stamford**

Solarize is a unique program offered by the Clean Energy Financing and Investment Authority (CEFIA) in partnership with SmartPower that increases residential solar.

### **2030 District Program**

This program, sponsored by the Business Council of Fairfield County, provides a unique private/public partnership where property owners and managers, together with government and businesses, provide a business model for urban sustainability through collaboration, leveraged financing and shared resources.

## **Policy 7J: Improve Standards for New Private Construction and Renovations**

### **Implementation Strategies**

**7J.1 Benchmarking.** Require benchmarking of significant privately owned structures and operations. Benchmarking is the measurement of a facilities energy use, water use, waste and emissions. A method commonly used to calculate and record these uses and emissions is EPA's Energy Star Benchmarking tool. The benchmarking requirement can be enabled through a City ordinance. Examples of Cities that have enacted benchmarking ordinances include New York City, Boston, Seattle and Washington D.C.

#### *Examples of Benchmarking Ordinances*

New York City: Enacted a benchmarking program known as Local Law 84 in 2009. LL84 requires annual benchmarking data to be submitted by owners of buildings with more than 50,000 square feet for public disclosure using the Energy Star Benchmarking tool.

Seattle: The Energy Benchmarking and Reporting Program (Ordinance 123226 and 123993) requires owners of non-residential and multifamily buildings (20,000 sf or larger) in Seattle to track energy performance annually and report to the City.

Washington D.C.: By 2014, all District buildings (commercial and multifamily) over 50,000 square feet will fall under a benchmarking requirement.

Boston: In 2013, enacted the Building Energy Reporting and Disclosure Ordinance (BERDO). This Ordinance requires Boston's large- and medium-sized buildings to report their annual energy and water use to the City of Boston, after which the City makes the information publicly available. Additionally, every five years, buildings need to complete an energy assessment or

energy action; exemptions are provided for buildings that are already efficient or are making significant progress on energy efficiency.

**7J.2: Incentives.** Encourage buildings to meet measurable standards of sustainable design on a voluntary basis. Incentives to encourage the use of the LEED Rating system or the Energy Star system include the use of expedited building approvals, building density bonuses, and exempting the sustainability improvements from the assessed value of a property.

**7J.3: Require sub-metering.** Require that all new and substantially renovated multi-unit buildings be “sub-metered” to enable monitoring of energy and water consumption on a unit-by-unit basis.

**7J.4: Encourage retrofit commissioning.** Upgrade mechanicals for energy efficiency in all major buildings and facilities to optimize their energy usage. Building commissioning will generally increase the energy efficiency by 15 percent.

**7J.5: Adaptive reuse of existing structures.** Reuse existing buildings to conserve materials and also to divert large amounts of waste from landfills. The City has allowed several office buildings to be reconfigured and adapted for residential use. The City may review its historic preservation program to foster easier reuse of historic structures. Strategies may include expedited building permit review or zoning incentives for adaptive reuse of existing structures.

**7J.6: Building code modification.** Several states allow municipalities to amend their local building codes to accommodate concerns specific to a region. Connecticut currently does not allow these modifications. Within the building code amendments, standards can be set for increased thermal performance, water usage, and energy efficiency.

**7J.7: Support sustainable design in the industrial sector.** The industrial sector in the U.S. accounts for a substantial percentage of total water and energy consumption. The City may partner with the local industrial sector to improve reporting of consumption levels including water, energy consumption and emissions levels through the use of a benchmarking ordinance. Training may be provided to educate businesses on successful sustainable manufacturing practices.

### **Policy 7K: Sustainable Municipal Buildings**

The City may increase its standards of sustainable design for its own municipal facilities and schools. The City’s Local Action Plan for Green House Gas Emission Reductions, prepared in 2005, discusses specific targets for water and energy efficiency of municipal facilities. The action plan lists methods to reduce GHG emissions within various facilities and sets targets of 20 percent reduction over 1998 GHG emission levels. The plan discusses the purchase of green power and the installation of green energy at some municipal facilities.

The City enacted an ordinance that requires new construction and renovations of municipal buildings to meet the LEED Silver Standard. The Academy of Information Technology and Engineering (AITE) was built to that standard under this guideline. Additional programs have included retrofit of select government rooms and street lights to energy efficient LED fixtures. Energy efficiency improvements have been made to existing mechanical systems at several facilities. Several solar photovoltaic installations have been completed on various facilities. The City also conducts benchmarking of energy and water consumption of its buildings.

### **Implementation Strategies**

**7K.1: Enforce sustainable remodeling standards.** Remodeling of municipal buildings is often more frequent than the construction of new buildings. Standards as described in LEED for Interior Design and Construction and LEED for Building Operations and Maintenance should be used to guide renovations.

**7K.2: Energy Star.** Select and implement energy efficiency projects with the overall goal of bringing all municipal facilities up to Energy Star levels by 2018.

**7K.3: Adaptive reuse of existing municipal buildings.** Reuse of existing buildings is an efficient way to conserve materials and also to divert large amounts of waste from landfills. Examine repurposing of underutilized structures.

**7K.4: Renewable energy credits.** Continue to source its power from renewable sources through the purchase of Renewable Energy Credits (REC's) and/or with small-scale green power generation projects. Ensure Stamford's continued commitment to purchase at least 20 percent of municipal energy from renewable sources, as it did by participating in SmartPower's 20 percent by 2010 Campaign.

**7K.5 Efficiency Opportunities.** Continue programs of retrofit building commissioning and energy efficiency improvements. Inventory all energy efficiency opportunities in municipal buildings. Pursue alternative energy options for City facilities to reduce dependence on fossil fuels.

### 7.3 ENVIRONMENTAL PROTECTION, RESILIENCY AND INFRASTRUCTURE

#### Goals

- **Protect natural areas**
- **Protect water quality**
- **Protect coastal resources**
- **Improve efficiency and resiliency of municipal infrastructure**
- **Reduce greenhouse gas emissions**
- **Measure progress toward sustainability goals**

#### A. The Environment

The City's rivers, brooks and shoreline form the framework of ecological systems in the area. There are also wetlands and forests associated with the area's ecological system. In order to maintain the health of Stamford's ecological systems, land that provides essential habitat and contributes to sustaining natural water systems ~~should~~must be protected. The area's watersheds are dependent on maintaining these lands. Protecting these areas will help secure the water supply, the flora and fauna, provide wildlife corridors, promote natural diversity and also help mitigate flood damage in certain areas. In 1997, the State of Connecticut set a goal of preserving 21 percent of the state's land as open space by 2023. According to a study prepared by SWRPA in 2007, approximately 13.5 percent of Stamford's land area is dedicated open space ~~due to the extent of development.~~

#### **Policy 7L: Further identify critical natural areas**

Lands areas that are critical to the ecological system of Stamford should be further identified through ongoing review and analysis. The review of lands by SWRPA in 2007 identifies some of the land that should be protected. See Map 3 of the SWRPA report for the Open Space Acquisition Policy.

#### **Implementation Strategies**

**7L.1: Prepare and maintain a long-range list of properties.** Develop a prioritized list of lands that should be placed under open space or conservation protection. In addition to the lands identified by SWRPA, the City may also enlist the aid of various organizations including non-profits to identify lands. Examples of organizations include the Stamford Land Conservation Trust, the Fairfield County Deer Management Alliance program, the Friends of Mianus River Park, Trout Unlimited Mianus Chapter and the Western Connecticut Council of Governments (WCCOG, the successor agency to SWRPA as of December 31, 2014). The organizations may provide the ability to evaluate the natural

systems for their health and importance to the ecological system. The areas that are identified for protection should be grouped into categories that comprise a list of parcels to be acquired for protection and a list of natural elements on both public and private property that may require additional regulatory protection, such as protective buffers and activity restrictions. The areas may include natural assets that span across into neighboring jurisdictions.

**7L.2: Land protection methods.** Assemble tools available to communities to protect and acquire open space. They include acquisition, conservation easements, land use regulation and tax incentives.

**7L.2-a: Acquisition.** Outright fee-simple acquisition is the surest method to protect an open space property. Fee-simple ownership gives the purchaser rights to the land and full legal title.

**7L.2-b: Conservation Easements and Purchase of Development Rights.** With a conservation easement, the purchaser acquires a less-than-fee interest in the land but not necessarily the land itself. The easement or right purchased is recorded on the deed and runs with the land in perpetuity

**7L.2-c: Land Use Regulation.** Stamford permits open space subdivisions in its zoning regulations. Under this approach, the subdivider dedicates a portion of the property as open space in perpetuity. The intent of these regulations is to preserve any unique natural characteristics on a site while also allowing for development. The Planning Board may require such a dedication or a developer may be able to obtain a density bonus or reduced setback requirements for a dedication.

**7L.2-d: Tax Incentives.** The federal and state governments offer a variety of tax incentives to encourage landowners to preserve their property as open space. In Connecticut, Public Act 490, created by the legislature in 1963, allows property classified as forest, farm or open space to be assessed based on its current use rather than its fair market value for 10 years, thus lowering the tax burden, provided the land stays classified as forest, farm or open space.

**7L.2-e: Funding.** Funding for these methods of land control may be obtained from various sources. The Recreation and Natural Heritage Trust Program, created by the Legislature in 1986, is the primary program for acquiring land to expand the state's system of parks, forest, wildlife, and other natural open spaces. Financial assistance from these programs is combined with matching funds provided by either a municipality, local nonprofit land conservation organization, or both. Further programs are described in the SWRPA report.

### **Policy 7M: Protect Watersheds**

Protect land areas that may be of critical interest for Stamford's watersheds. The City has three primary watershed areas to be monitored. Activity on land in these areas affects the water table level, and water quality for all of Stamford. The watersheds include:

- Mill River Watershed
- Mianus River Watershed
- Noroton River Watershed

#### **Implementation Strategies**

**7M.1: Prepare a watershed management plan.** The plan will maintain the quantity and quality of public water supplies and the quality of the receiving waters in balance with the ecological integrity of the watershed. It will be designed to meet the existing and future needs of the community, on an equitable, efficient and self-sustaining basis. Protective measures may include restrictions on the use of pesticides, fertilizers and hazardous materials in watershed areas. Watersheds spanning across jurisdictions should be protected in partnership. Incentives may be created to restore damaged portions of the watersheds.

**7M.2: Monitor water quality.** Continue to monitor Water Quality in Area Rivers and in groundwater.

#### **Policy 7N: Protect Coastal Lands**

Conserve and enhance natural coastal resources in the Stamford Coastal Management Area (SCMA), including beaches, rocky shorefronts, estuarine embayments, shellfish concentration areas, tidal wetlands, intertidal flats, coastal hazard areas and other resources.

#### **Implementation Strategies**

**7N.1: Protect natural flood barriers.** Protect coastal land forms that act as natural barriers to flooding. These include wetlands, waterfront natural grasslands. As an example, protection should be provided for the high, unmodified bluffs on the eastern side of the Shippan Peninsula from any development that accelerates natural erosion processes.

**7N.2: Recognize the ecological inter-relationships among resource areas.** Recognize that tidal waters and intertidal resources in the SCMA are part of the Long Island Sound estuarine and watershed system. Consider that actions within one part of that system can have significant impacts on other parts of the system, or on the system as a whole.

**7N.3: Consider cumulative impacts.** Consider the cumulative impacts on coastal resources and environmental quality that may result from the incremental impacts of a single action added to other past, present and reasonably foreseeable actions when making decisions affecting land use and development in the SCMA.

**7N.4: Capacity of Coastal Resources.** Avoid new or expanded uses, development or other activities that would exceed the capacity of coastal resources to support those activities in a safe, environmentally sound and economically sound manner.

**7N.5: Restoration.** Encourage and support restoration of coastal resources and ecological functions historically lost or degraded in the SCMA [and the Stamford Harbor Management Area](#), including, but not limited to, beaches, tidal wetlands, sand dunes and shellfish resources.

**7N.6: Maintain shoreline structures associated with environmental protection.** Encourage and support the repair or replacement of deteriorated shore protection structures, including seawalls, bulkheads and other structures, where such deterioration is causing significant adverse impacts on the environmental quality, including water quality, of coastal resources.

**7N.7: Environmental remediation.** Identify and evaluate any significant environmental contamination affecting beneficial use and development of coastal area properties.

### **Policy 7O: Manage Natural Areas**

Natural areas require ongoing monitoring and management. Issues of erosion, health of habitat, pollution, use, invasive species and accessibility require continued field observation and overall planning. Monitoring plans should be maintained for each natural area.

#### **Implementation Strategies**

**7O.1: Establish partnerships to monitor natural areas.** These may be done in partnership with area nonprofit organizations. Typical management concerns may address erosion on steep slopes and heavy foot or bicycle traffic areas. Management practices may also encourage use of native species for plantings and removal of invasive species, and may include restriction of uses in floodplain areas.

**7O.2: Institute Integrated Pest Management (IPM) on City properties to reduce pesticide risk and exposure, particularly to children.** IPM is a safer and usually less costly option for effective pest management, using common sense strategies to reduce sources of food, water and shelter for pests in buildings and grounds. An IPM program takes advantage of all pest management strategies, including the judicious and careful use of pesticides.

### **B. Climate Adaptation and Mitigation**

Stamford is a coastal city and is susceptible to impacts of climate change and sea level rise. Statewide, the coastal management boundary is a continuous line delineated by a 1,000-foot curvilinear setback from the mean high water (MHW) line, a 1,000-foot setback from the inland boundary of state-regulated tidal wetlands, or the inland boundary of the “100-year” floodplain, whichever is farthest inland. The SCMA’s irregular shoreline covers about 14 miles and supports a diversity of land uses, including residential, commercial, industrial, recreational and open space uses.

Stamford has experienced flooding in the past and [will likely may](#) experience future flooding. Some of this flooding may be associated with sea level rise and climate change. Sea levels in the area rose

approximately 1 foot in the past 100 years and are anticipated to rise further. The City's Hurricane Barrier, one of the few built along the East Coast, constructed 1969 by the Army Corps of Engineers, was built of earthen walls at an elevation 17-19 ft [above Mean Low Water](#) and with a sea gate at [the east East](#) branch of Stamford Harbor. It protected more than 600 acres in the southern portions of the City in 2012 during Superstorm Sandy.

FEMA [has](#) [revised](#) the flood levels for 100- and 500-year flood events to higher elevations in order to reflect increased flood risk. These adjustments, in turn impact flood insurance rates and land values. The higher flood elevations may impact areas outside the flood barrier including Shippan, Westcott Cove, Dolphin Cove and areas along the banks of the rivers.

## **Policy 7P: Prepare Flood Mitigation Strategy**

### **Implementation Strategies**

**7P.1: Identify vulnerabilities.** In order to prepare for future events, the City may prepare a list of vulnerable areas, and identify at-risk facilities including critical infrastructure, based on FEMA maps.

**7P.2: Develop catalogue of strategies.** The City may develop a catalogue of various flood mitigation strategies similar to New York City's *A Stronger, More Resilient New York* report of 2013. These strategies may include additional flood barriers, expansion of flood plain areas, vegetated barriers, further restrictions on development in flood plains, erosion control and augmentation of natural barriers. Green infrastructure may assist in drainage of flood waters. A Mitigation Plan will match strategies to vulnerable areas.

**7P.3: Adapting building regulations.** Adapting to potential increases in flooding along rivers and shoreline will require adjustments to how development can occur. Adjustments may be required for buildings that are already located in low-lying areas, and to the design standards of new buildings near the water. Zoning of affected areas may require revisions that allow for minor adjustments in building heights, raising existing buildings to higher elevations, and entrance locations in required yards in order to accommodate higher flood elevations.

**7P.4: Future planning.** When planning future projects, the City may review the location of a project and determine if it lies within the list of vulnerable areas. The most current climate science should be considered to assess future intensity and frequency of storms. The information should be included when designing and developing the projects and infrastructure.

**7P.5: Preparedness and response.** Prepare, test and update plans and programs for emergency operations and response, including procedures for issuing forecasts and warnings to the public and otherwise providing public information. Provide facilities, equipment and training needed for effective emergency response; maintain coordination among all agencies with emergency responsibilities and further develop the emergency evacuation plan.

**7P.6: Natural protective features.** Recognize the natural protective features of coastal resources, including beaches, dunes, and wetlands, and utilize those features, to the extent practical and Stamford Master Plan – Chapter 7.0: A SUSTAINABLE FUTURE 07/30/14

feasible, to provide effective shore protection; encourage restoration of degraded coastal resources in accordance with detailed plans. Protect the high, unmodified bluffs on the eastern side of the Shippan Peninsula from any development that accelerates natural erosion processes.

**7P.7 Education.** Provide educational programs to increase public awareness and education concerning coastal hazards.

**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**

There are also methods the City can adopt that mitigate some of the contributing factors to climate change. These include reduction of the heat island effect and reduction of greenhouse gas emissions (GHG). The heat Island effect comes from the absorbance of solar heat and energy emissions in urban areas. The reduction of GHG emissions is discussed in the energy section of this chapter.

#### **Implementation Strategies**

**7Q.1: Provide incentives for the use of green and “cool” roofs.** A cool roof is a roofing system that delivers high *solar reflectance* (the ability to reflect the visible, infrared and ultraviolet wavelengths of the sun, reducing heat transfer to the building) and high *thermal emittance* (the ability to radiate absorbed, or non-reflected solar energy). Most cool roofs are white or other light colors.

**7Q.2: Encourage the installation of a “cool roof” anytime a building is being constructed or re-roofed.**

**7Q.3: Inventory and map all the buildings in downtown that have the potential for green and/or cool roofs, evaluating the cumulative benefit in thermal reduction.**

**7Q.4: Use materials that have low solar reflectance value, generally lighter colored material surfaces as they reduce heat absorption from the sun.**

**7Q.5: Expand the urban forest with street trees and green areas.**

### **C. Sustainable Energy**

A secure energy supply is critical to the vitality of the City. Energy is derived from a variety of sources, some of which are associated with minimal environmental consequences and some, such as carbon-based fuels, that have varied levels of impact on the environment. Greening the energy supply is aligned with reductions of GHG emissions and also with reduced environmental impact in the extraction of raw fuels. The City has already prepared a Local Action Plan for Green House Gas Emission Reductions in 2005 that encourages the transitioning of energy generation to renewable energy sources, and to more

energy efficient generation sources such as district energy. It also recommends strategies for reduced energy consumption.

**Policy 7R: Implement, monitor and update Local Action Plan: Greenhouse Gas Emission Reductions (2004)**

The City completed an inventory of greenhouse gas emissions from both the municipal and community sectors in 2003. Require ongoing reduction measures and monitoring to verify progress toward an emissions reduction target of 20 percent below 1998 levels by 2018.

**Policy 7S: Create Resource Efficient Energy Infrastructure**

**Implementation Strategies**

**7S.1: Encourage reduction in energy use.**

**7S.2: Energy Improvement District.** The City's Energy Improvement District Ordinance, established in 2007, can continue to support more efficient and cleaner sources of power and heat. The district supports efforts to develop multiple types of renewable energy including solar and district energy systems.

**7S.2-a: District energy.** District energy systems are highly efficient systems that generate electricity, heating, and cooling for a group of buildings within a close proximity of each other. They produce energy efficiently, and have low GHG emissions. Due to their cost, they are typically used for larger facilities. In recent years, they have been installed for single-ownership groupings of buildings such as universities and hospitals; however, there is growing application in new large redevelopment areas and in new communities.

**7S.2-b: Energy Improvement District boundary.** The boundary of the district should be evaluated for inclusion of significant development that may benefit from district energy systems.

**7S.2-c: C-PACE financing.** The City is part of the C-PACE program. C-PACE financing effectively allows property owners to borrow money from a local government to pay for renewable-energy systems and/or energy-efficiency improvements. The amount borrowed is typically repaid via a special assessment on property taxes, or another locally-collected tax or bill, such as a utility bill.

### **7S.3: Promote local renewable energy generation**

The City has encouraged smaller installation-scale green energy sources by individual private property owners. The State’s adoption of net metering in 2013 allows owners to sell energy they generate on premises to the electrical utility. The system allows green energy systems to become more cost-effective. Additional strategies may allow easier access to green energy sources

**7S.3-a: Incentive programs.** Additional incentive programs that encourage use of green energy include the CTClean Energy Options and Solarize Stamford discussed previously.

**7S.3-b: Zoning revisions.** To further facilitate small-scale green energy installations, the City may revise zoning to make it easier to install small to medium scale renewable energy installations. It may also streamline permitting for these facilities.

**Policy 7S.4: Promote use of renewable energy provided by utilities.** Purchase of green energy generated by larger utilities is provided through the use of REC’s, Renewable Energy Credits. There are several providers of these in the Stamford Area.

**Policy 7S.5: Encourage access for lower-income households to renewable energy.** Conduct a study to determine how to effectively expand and enhance energy services for low-income households. Combine the delivery of City and agency programs with other income-qualified assistance programs, such as Community Development Block grants. An integrated suite of low-income programs will provide increased potential for cost savings in energy and water, as well as health-related benefits.

## **D. Infrastructure and City Services**

Infrastructure and City services connect and serve the developed areas of a city. Infrastructure conveys power, water, stormwater, sewer, telecommunications and also comprises our transportation facilities. As the City strives to use power, water, and materials more efficiently, the associated infrastructure must also adapt. Green infrastructure may contribute to resolving drainage and water pollution issues. Public lighting can become more energy efficient and also be designed to reduce light pollution. City services for waste collection can facilitate further recycling of waste. The following are objectives for increasing the sustainability of infrastructure and services.

### **Policy 7T: Create Sustainable Community Water Systems**

Adequate supplies of potable water have become increasingly challenging to secure in many portions of Connecticut. Potable water in Stamford is supplied by CT Water through Aquarion from reservoirs in area or by private wells of individuals. As a steward of the environment, the water company is awarding individuals, non-profit groups and businesses recognition and monies for volunteer efforts to protect or

restore Connecticut's natural resources. Winners are chosen based on their project's results in improving or protecting the state's air, water, soil or plant and wildlife communities.

### **Implementation Strategies**

**7T.1: Create water-efficient infrastructure.** A substantial amount of water is often lost in older, degraded pipes with leaks. Leaks in water infrastructure may be repaired to reduce waste. The City may implement a series of strategies to create more water-efficient infrastructure as well as conserve water use. These efforts can supplement water conservation efforts within individual properties.

### **Policy 7U: Create Green Infrastructure to Address Area Drainage Issues and Water Quality**

The existing stormwater drainage system includes stormwater drainage pipes that are separated from sanitary sewer pipes in developed urban areas. In developed areas, the pipes capture stormwater and discharge it into area rivers and Long Island Sound. In rural areas, stormwater runs off the edge of paved surfaces onto the soil or local streams. The existing system is associated with two general areas of concern: the quantity of stormwater that is directed into streams contributing to local flooding, and the pollution of stormwater.

*Quantity:* Compared to the pre-development conditions, post-development stormwater discharges can increase the runoff volume, increase the peak discharge and decrease the infiltration of stormwater, which thereby decreases base flow in headwater streams and in wetlands. The changes to stream hydrology can have negative impacts on channel stability and the health of aquatic biological communities.

*Quality:* Stormwater runoff from urban roads and parking areas is contaminated by chemicals from vehicle exhaust that accumulate on road surfaces. The chemicals mix with rainwater and then are drained through the piping system into natural water bodies. The contamination from both post development discharges and from urban roads includes hypoxia, pathogens, toxic contaminants and floatable debris in Long Island Sound.

### **Implementation Strategies**

**7U.1: Stormwater runoff ordinance.** In order to reduce the quality of stormwater that is directed into streams, regulations should be adopted that require the volume of stormwater running off of properties post-development be made to approximate predevelopment conditions. This will reduce erosion in streams and local flooding.

**7U.2: Stormwater manual.** Adopt a stormwater management manual that uses green infrastructure strategies in order to provide guidance to property owners on how to manage stormwater on their properties. These would be supplemental to the State's Stormwater Management Manual. The Town of Greenwich adopted such a manual in 2012 to address similar issues. The manual includes description of Low Impact Development (LID) and green infrastructure strategies.

**7U.3: Catch basin enhancement.** Enhance catch basin and storm sewer maintenance by increasing frequency of cleaning. Identify and eliminate illicit discharges into the storm system. Ensure that all maintenance is well documented, up-to-date, and available to regulatory agencies.

**7U.4: Green infrastructure plan and low impact development (LID).** Sustainable stormwater management is a critical component of green infrastructure. Stormwater can be cleaned using natural plant filter systems called “bio-filters” or rain gardens. Bio-filters can also help alleviate a portion of the flooding issues in the City. Their use also can help maintain natural water table levels and can limit salt water intrusion into the aquifer from the Long Island Sound. The City can create a Green Infrastructure Plan for a network of green infrastructure elements that augment conventional drainage systems. Installation locations may include public spaces as well as the edges of City streets. This infrastructure network may be expanded by private property owners through incentives that link with the City’s broader infrastructure program.

**7U.5: Permeable Paving.** Incorporate permeable paving standards and adopt minimum requirements for parking lot landscaping. As noted in the Transportation section, the utilization of environmental professionals (e.g. landscape architects) should be primary, and not an afterthought in site plan design.

#### **Policy 7V: Energy Efficient Lighting and Reduced Ambient Light**

Public lighting consumes energy and can contribute to light pollution. The City has already transformed a substantial portion of its public lighting on streets to more energy efficient fixtures such as LED lighting.

##### ***Implementation Strategies***

**7V.1: Continue efforts to transform exterior lighting including on the exterior of buildings and in parks.**

**7V.2: Energy use and light pollution may both be improved by adopting the use of fixtures that reduce ambient light and that focus light more directly toward the required tasks.** Design standards such as the Dark Sky Standard describe these techniques.

#### **Policy 7W: Reduce Waste**

Cities can assist residents and employers in reducing waste and increasing recycling. The waste itself emits CO<sub>2</sub> and requires energy to be transported to out-of-state landfills. Stamford reduces waste by providing curbside collection of recyclable products. The City also has two recycling centers, the Katrina Mygatt Recycling Center, and Scofieldtown Road Recycling Center, to allow recycling of larger items and electronics. Hazardous waste is collected a selected day at central location. Stamford also diverts a portion of its waste to the Bridgeport waste-to-heat facility. The State plan establishes a target of 58 percent municipal solid waste disposal diversion by FY2024. In part through source reduction, recycling

and composting, the State plan attempts to reduce the state's per capita disposal rate from 0.8 tons/person/year in FY2005 to 0.6 tons/person/year in FY2024.

### **Implementation Strategies**

To further reduce waste, the City may also review methods to reduce construction waste and improve composting of food and vegetation.

**7W.1: Construction and demolition waste.** Construction waste has decreased over recent years as recycling has become more cost effective, but is still a significant volume of waste. Diverting construction waste to recycling can be accomplished using planned recycling programs associated with individual construction projects. The cities of Chicago, Los Angeles and San Francisco passed ordinances mandating 100% recycling of construction debris within City limits. Portland, Oregon takes a different approach by requiring all projects of construction value over \$50,000 file a recycling plan at the start of construction; however specific recycling limits are not set. The plans often include registration of the hauling services to recycling centers. Construction waste plans typically require separation of items on the construction site into recyclable categories.

**7W.2: Composting.** Encourage composting where possible.

**7W.3: Multifamily recycling.** Encourage property managers and landlords to increase recycling rates in multifamily buildings.

## **Policy 7X: Integrate Sustainability Strategies into City Government**

### **Implementation Strategies**

**7X.1: Sustainability coordinator.** Create a sustainability coordinator position to manage and initiate sustainability projects, promote public awareness, manage the City sustainability website, and monitor the success of City efficiency efforts. The coordinator's duties should supplement the efforts of the City Energy/Utility Manager.

**7X.2: Sustainable procurement policies.** The City may review procurement of various products and services. Products that may be challenging to recycle or dispose of may be banned from procurement.

**7X.2-a: Purchase protocol.** Institute City of Stamford sustainable procurement standards by modifying purchasing protocol. Institute a green cleaning policy for all City and school buildings, including the use of non-toxic cleaning products and recycled paper goods. Reduce the mercury content of the mercury containing lamps acquired for use in City buildings.

**7X.2-b: Municipal fleet.** Explore purchase of new municipal fleet vehicles powered by renewable fuel sources, those with flexible fuel options, and gas-electric hybrids. Potentially utilize federal

grant funds to eliminate the cost difference between these and conventional vehicles. Explore fleet vehicle-sharing between departments and/or reduction in vehicle use and fleet size.

**7X.3: Eliminate disproportionate environmental burdens and pollution experienced by historically disadvantaged communities.** For instance, an asthma map of Stamford (2002-10) shows that the highest densities of asthma patients are located in the neighborhoods flanking I-95.

#### **E. Education**

A critical strategy for improving sustainable practices around the City is through education. The extent to which individuals incorporate sustainable practices into their home life as well as their work environment can reduce the need for expensive infrastructure modifications. Education can also result in greater utilization of the investments that are made in sustainable design. Sustainable Stamford provides many of these resources through their website, as well as through educational sessions in various communities. Education sessions may include partnerships with the business community, industrial sector leaders, with the public at large or held within the school system.

## **CHAPTER 8.0: FUTURE LAND USE PLAN**

### **8.1 OVERVIEW OF UPDATES TO THE GENERAL LAND USE PLAN**

The 2002 Master Plan established a General Land Use Plan consisting of 17 land use categories. See Figure 22. This updated Master Plan establishes a General Land Use Plan consisting of 15 land use categories and includes several key revisions, as follows:

The “Downtown Corridor” and “Downtown Collar” categories from the 2002 Plan have been eliminated. The “Downtown Core” category remains (renamed, “Downtown”) and the boundaries revised (see Revised Proposed Master Plan Land Use Category Map). The new “Downtown” category is meant to provide for regional commercial facilities and protect an intensive mixed-use district. Intended is a full array of retail, office, cultural, recreation and residential uses.

A new “Urban Mixed-Use” category surrounds the Downtown. The Urban Mixed-Use category will provide for development of a mixture of uses including housing, offices, retail and restaurant and other approved uses, which – by nature of the type of activity, design and layout – are compatible with each other and their surroundings. This district largely surrounds the Downtown and is intended to be lower-density than the Downtown and not contain uses of a regional nature such as major shopping centers or major office uses.

The “Commercial – Campus Office” category from the 2002 Master Plan has been renamed “Mixed-Use-Campus.” This new category is intended to provide for and protect low-density mixed-use areas, potentially including office and residential uses as well as carefully limited industrial, retail and research and development uses. Any retail development in these areas would prohibit shopping centers or retail uses considered more appropriate to downtown. Such development should be “suburban” in nature.

Figure 22 shows the 2002 General Land Use Plan, and Figure 23 shows the Proposed General Land Use Plan. The major changes between the existing and proposed plan are in the Downtown and South End. Figure 24 provides a more detailed view of the Downtown and South End as it is shown in the 2002 Plan. Figure 25 shows the proposed changes particular to the Downtown area and to the Urban Mixed-Use area.

### **8.2 2025 MASTER PLAN LAND USE CATEGORIES**

The following land use categories have been structured and defined so as to provide for and protect a suitable environment for residential, commercial, industrial and recreational development and to promote the general welfare, health and safety of the community. These land use categories implement the policies laid out in the prior chapters and are employed in the official Master Plan Map to establish the general land use plan for the City of Stamford, pursuant to Section C6-30-3 of the Stamford Charter. The proposed revised categories are displayed in Figure 23 and Figure 25.

1. RESIDENTIAL—Very Low Density Single-Family
2. RESIDENTIAL—Low Density Single-Family
3. RESIDENTIAL—Low Density Multifamily
4. RESIDENTIAL—Medium Density Multifamily
5. RESIDENTIAL—High Density Multifamily
6. COMMERCIAL—Neighborhood Business
7. COMMERCIAL—Arterial
8. Mixed-Use-Campus
9. Urban Mixed-Use
10. Shorefront Mixed-Use
11. DOWNTOWN
12. INDUSTRIAL—Water-Dependent
13. INDUSTRIAL—General
14. OPEN SPACE—Public Parks
15. OPEN SPACE/CONSERVATION

**#1. RESIDENTIAL—Very Low Density Single-Family**

This category is intended to provide for and protect a suitable environment for single-family dwellings, as well as compatible uses (e.g., schools, houses of worship, clubs and institutions) as may be permitted by Special Exception being in general harmony with and supportive of very low-density single-family neighborhoods. The great majority of areas so designated are not served by public water supply and public sanitary sewer systems. Residential density shall not exceed one principal dwelling unit per acre, provided that conservation-oriented "clustering" (e.g., Conservation Subdivisions) utilizing reduced lot size are encouraged.

**#2. RESIDENTIAL—Low Density Single-Family**

This category is intended to provide for and protect a suitable environment for single-family dwellings, as well as compatible uses (e.g., schools, houses of worship, clubs and institutions) as may be permitted by Special Exception being in general harmony with and supportive of single-family neighborhoods. Development on parcels less than one acre is permitted where the availability of public utilities, public road systems and other essential public services and the density of existing development so warrant. Residential density shall not exceed six principal dwelling units per acre, provided that conservation-oriented "clustering" (e.g., Conservation Subdivisions) utilizing reduced lot size are encouraged.

**#3. RESIDENTIAL—Low Density Multifamily**

This category is intended to allow the amenities of multifamily living in a single-family neighborhood setting. The category is intended to provide for and protect single-family dwellings and the least intensive of multifamily development (i.e., garden apartments or similar condominium-type units) as well as one- and two-family units on individual lots, and includes such other compatible uses (e.g., schools, houses of worship, clubs, hospitals and institutions) as may be permitted by Special Exception being in general harmony with and supportive of such multifamily neighborhoods. Residential density shall not exceed a total of 17 dwelling units per acre, or a total of 25 dwelling units per acre when

exclusively for the elderly. A residential density bonus of 50 percent may be allowed by Special Exception, not to exceed a total of 25 units per acre, provided that (1) a substantial number of such bonus units are provided at below-market rates, and/or (2) the units are created in connection with the adaptive reuse of an historic structure.

#### **#4. RESIDENTIAL—Medium Density Multifamily**

This category is intended to provide for and protect medium-density multifamily development. The category is appropriate to areas in transition from lower- to medium-density use, or in areas characterized by a mixture of apartment, condominium, attached row house or detached residential mid-rise structures, and such other uses (e.g., schools, houses of worship, clubs, hospitals and institutions) as may be permitted by Special Exception being in general harmony with and supportive of such multifamily neighborhoods. Residential density shall not exceed a total of 29 dwelling units per acre, or a total of 44 dwelling units per acre when exclusively for the elderly. A residential density bonus of 50 percent may be allowed by Special Exception, with a total not to exceed a total of 44 units per acre, provided that a substantial number of such bonus units are provided at below-market rates.

#### **#5. RESIDENTIAL—High-Density Multifamily**

This category is intended to provide for and protect existing high-density multifamily development in areas convenient to shopping, mass transit and park and recreation facilities. New development can be accommodated in a variety of structures (by type and scale), and include such other compatible uses (e.g., limited ground floor commercial, schools, hospitals, houses of worship, etc.) as may be permitted by Special Exception being in general harmony with and supportive of such multifamily neighborhoods. Residential density shall not exceed 108 units per acre, provided that below-market-rate units are included. A residential density not to exceed 125 units per acre may be provided for parcels developed for low- or moderate-income elderly and/or disabled persons. Residential projects shall be subject to approval by the Zoning Board on the basis of compatibility with adjacent development, superior design, amenities for Downtown living and convenience to Downtown jobs and activities.

#### **#6. COMMERCIAL—Neighborhood**

This category is intended to provide for and promote pedestrian-scaled "Main Street" environments: (1) encourage a variety of retail, office, other compatible business and residential uses distinct from the most intensive Downtown development and also excluding auto-oriented retail permitted in Commercial-Arterial (Category #7); (2) be in a layout convenient to the abutting residential neighborhoods; (3) be serviceable by the capacity of existing arterial and mass transit systems; and (4) be characterized by small-scale development oriented to a "Main Street." Development within this category shall be at densities far below those allowed in Downtown (Categories #9, #10, #11), with bonuses subject to approval by the Zoning Board on the basis of (1) compatibility with adjacent residential areas, (2) superior design, (3) "Main Street" amenities, (4) pedestrian enhancements, (5) shared parking, (6) mixed-use development, (7) compliance with the goal of directing most commercial development to Downtown, (8) demonstration that the development will not adversely affect Downtown, and (9) compliance with design guidelines. Residential development within this category shall not exceed the permitted density of Residential-Low Density Multifamily (Category #3).

### **#7. COMMERCIAL—Arterial**

This category is intended to provide for and protect business-oriented development (1) extending from the Downtown or (2) along major arterial routes. The category is intended to: (1) encourage retail and by Special Exception compatible uses (limited office and residential) distinct from the Commercial-Neighborhood (Category #6) and Downtown (Categories #9, #10, #11) development; (2) be mindful of traffic, safety and community design considerations with regard to the residential neighborhoods abutting; and (3) be serviceable by the capacity of existing arterial systems. Automotive uses and shopping centers shall be permitted subject to approval by the Zoning Board on the basis of (1) compatibility with adjacent development, (2) superior design, and (3) improvement of traffic safety or congestion conditions. Development within this category shall be at densities below those allowed in Commercial-Neighborhood (Category #6), with bonus subject to approval by the Zoning Board on the basis of (1) compatibility with adjacent uses, (2) superior design, (3) superior traffic management, (4) compliance with the goal of directing most commercial development to Downtown, and (5) compliance with design guidelines. Residential development within this category shall not exceed the permitted density of Residential-Low Density Multifamily (Category #3).

### **#8. MIXED-USE – CAMPUS**

This category is intended to provide for and protect low-density office parks and commercial centers in locations outside of the Downtown, by allowing limited expansion and adaptive reuse of compatible office, research and development, residential, light industrial, GEM (government-education-medical), recreation, health clubs, spas and limited retail and service uses. Retail shall be limited to those uses that are clearly secondary and/or accessory to other principal uses, such as coffee shops, food shops, dry cleaners and convenience stores. Principal large-format retail uses, shopping centers and similar uses shall be prohibited. Development within this category shall be at densities, height and bulk far below those allowed in Downtown (Category 11). Such development may be permitted to locate on sites "suburban" in nature, subject to approval of the Zoning Board, based on (1) compatibility with adjacent uses and residential areas, (2) superior design including landscape design to buffer this use from adjacent residential uses, (3) superior traffic management, (4) compliance with the goal of directing most commercial development to Downtown, and (5) compliance with design guidelines.

### **# 9. URBAN MIXED-USE**

The purpose of this category is to encourage redevelopment and to provide an orderly transition from the more-intensive Downtown area (Category # 11) to adjoining neighborhoods; and to provide a mix of uses complementary to and supportive of the Downtown. Intended is a full array of uses including high-density residential uses as the primary use in this category, supported by a dynamic mix of neighborhood retail and service uses, office, and recreational uses serviced by mass transportation and quality streetscapes that enhance connections between the Downtown and outlying neighborhoods of the City. Conservation and preservation of those existing elements of the district having significant architectural or historical value should be encouraged. This category supports and encourages the design and development concepts expressed in the South End Redevelopment Districts, North and

South. All new construction and façade renovation in the Urban Mixed-Use area should be subject to review based upon land use standards that promote the objectives set forth herein. Development will be at a significantly lower density than in the Downtown (Category #11) and consist of buildings that are generally compatible in scale to the general character of the surrounding area. Throughout the Urban Mixed-Use area, development should meet superior standards of design and consider such factors as: (1) compatibility with adjacent residential areas, (2) extensive planning and outreach directed or overseen by the Land Use Bureau (3) preference that the uses will not lead to a net decrease in habitable affordable housing (4) safe and efficient movement by pedestrians and bicyclists, (5) proximity to mass transit, (6) determination that the scale and nature of the proposed uses are compatible with available traffic capacities and public infrastructure system, (7) final approval of architectural and site plans and requested uses by the Zoning Board, and (8) compliance with the goal of directing regional commercial development to the Downtown.

#### **#10. SHOREFRONT MIXED-USE**

The purpose of this category is to provide for appropriate mixed-use development of the waterfront in a manner [consistent with the Stamford Harbor Management Plan](#) that: (1) protects existing water-dependent uses and encourages new uses which depend upon marine access; (2) encourages the preservation and enhancement of public access to waterfront areas and waterfront vistas; and (3) encourages a mix of compatible uses so designed and integrated as to achieve these objectives within the capacity of the infrastructure and complementary in scale to the general character of the area. Development plans must include significant water-dependent uses such as public access facilities, marinas, [boatyards](#), marine sales and service and businesses requiring waterborne shipping and receiving or water access. Existing water-dependent uses and waterfront vistas shall be protected. Complementing these uses may be [water related](#) retail, office, restaurant, exposition, ~~residential~~ and other compatible uses that enhance the opportunity for [support/maintenance](#) and development of existing and proposed water-dependent uses. All shorefront development shall include meaningful public access to the waterfront except where public safety would be a risk. All development within this category shall be subject to approval of site and architectural plans and requested uses by the Zoning Board and a determination that the scale and nature of the proposed development is compatible [with the Stamford Harbor Management Plan and](#) with available traffic capacities and public infrastructure systems, and will be in compliance with the goal of directing most development to Downtown. Intensity of development shall be generally consistent with the density of Residential-Medium Density Multifamily (Category #4) computed on the basis of land above mean high tide.

#### **#11. DOWNTOWN**

This category is intended to provide for and protect an intensive, pedestrian-oriented mixed-use district. Intended is a full array of retail, office, cultural, recreation and residential uses serviced by mass transportation and integrated pedestrian access systems, always at-grade, enhanced by up-to-date lighting, seating, planting, signage, etc., to assure a desirable mixing and interaction of people and activities. A variety of scale and design in new construction is to be encouraged. Conservation and preservation of those existing elements of the district having significant architectural or historical value should be encouraged by appropriate zoning controls. All new construction and facade renovation in the

Downtown should be subject to review based upon land use and urban design standards designed to promote the objectives set forth herein, including compatible transitions to existing buildings. The Downtown is the most intensive development area in the City, and the primary retail center of the City. Commercial floor area bonuses, where authorized, should further the policies and design criteria of the Urban Design Report or any formally adopted design guidelines, and consider such factors as: (1) compatibility with adjacent residential areas, (2) superior design, (3) public amenities, (4) pedestrian enhancements, (5) proximity to mass transit, (6) shared parking and (7) mixed-use development.

**#12. INDUSTRIAL—Water Dependent**

This category is intended to promote and preserve water-dependent uses, meaning those uses and facilities which require direct access to, or location in marine or tidal waters and which therefore cannot be located inland, as defined in Section 22a-93 of the Connecticut General Statutes. Development plans shall be subject to [review by the Stamford Harbor Management Commission and issuance of a Special Exception](#) and Coastal Site Plan Approval by the Zoning Board and the amount of any non-water-dependent uses shall be strictly limited.

**#13. INDUSTRIAL—General**

The purpose of this category is to provide for and protect existing industrial development and preserve opportunities for new industrial uses, including the manufacture and assembly of products, wholesale storage and distribution, research and development and such other uses that are ancillary or subordinate to industrial activities. Office uses which are not accessory to bona fide industrial activities, in the aggregate, shall not exceed 50 percent of the maximum permitted floor area for any parcel. Retail uses which are not accessory to bona fide industrial activities shall be restricted to uses (generally by Special Exception) such as supermarkets, furniture stores, occasional small-scale stores and services (e.g., freestanding delis) and construction-related stores (e.g., plumbing supply and lumberyards). It is recognized that in some existing industrial sectors of Stamford, residential and manufacturing/assembly/warehousing have long co-existed as neighborhood uses. Accordingly, the category acknowledges the validity of the continuance of residential use and encourages the adaptive reuse of older industrial structures for live/work and artists' lofts/studios.

**#14. OPEN SPACE—Public Parks**

The purpose of this category is to provide for and protect lands dedicated for public park, recreation and passive open space uses.

**#15. OPEN SPACE/CONSERVATION**

The purpose of this category is to protect open spaces for active and passive use, conservation of natural habitats and environments, environmental protection and protection of scenic views. Development shall be mindful of the need to promote preservation and protection of open space, greenways, water quality and natural habitats. Development uses and density shall be consistent with the underlying zoning.



## 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.
- 9) [Recognize that use and development of land on and near the waterfront may have a significant influence on the use and condition of the Stamford Harbor Management Area and that planning and regulation of waterfront land should be undertaken in coordination with the Stamford Harbor Management Plan.](#)



## **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**

<b>Policy</b>	<b>Implementation Groups</b>	<b>Page #</b>
<b>Policy 3A: Increase Economic Resiliency and Diversity</b>	Office of Economic Development (OED) Department of Operations Fairfield County Business Council	<b>67</b>
<b>3A.1</b> Create an Economic Development Plan for the City of Stamford		68
<b>3A.2</b> Market existing and create new incentives to attract small business		68
<b>3A.3</b> Encourage modernization of office space and allow for adaptive reuse		68
<b>3A.4</b> Promote upgraded telecommunications infrastructure.		68
<b>3A.5</b> Explore the feasibility of the development of a convention center in the Downtown		68
<b>3A.6</b> Increase and promote financial, technical assistance and development programs for industry		68
<b>3A.7</b> Promote live/work arrangements		68
<b>3A.8</b> Promote affordable artist live/work space		68
<b>Policy</b>	<b>Implementation Groups</b>	<b>Page #</b>
<b>Policy 3B: Growth Management</b>	Department of Operations Office of Economic Development (OED)	<b>69</b>
<b>3B.1</b> Concentrate regional office, retail and entertainment uses and high-density residential development Downtown		69
<b>3B.2</b> 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
<b>3B.3</b> Encourage redevelopment of vacant Downtown office space for housing		69
<b>3B.4</b> Encourage the State of Connecticut to work cooperatively with the City to plan for transit-oriented development at the Stamford Transportation Center		70
<b>3B.5</b> Encourage the reconfiguration of existing office and retail space to accommodate market trends and potential new users		70
<b>3B.6</b> Improve local bus transit service quality and frequency		70
<b>3B.7</b> Implement traffic calming and improvements to bicycle and pedestrian infrastructure in the Downtown, along commercial arteries and in neighborhood centers		70
<b>Policy</b>	<b>Implementation Groups</b>	<b>Page #</b>
<b>Policy 3C: Improve Education and Job Training</b>	Board of Education Department of Community Development Charter Oak Communities Land Use Bureau	<b>70</b>
<b>3C.1</b> Create a model “cradle to career” program to educate and train the resident workforce		71
<b>3C.2</b> Foster innovative job training and entrepreneurship programs		71
<b>3C.3</b> Maintain the affordable housing stock to ensure that people who work in Stamford can afford to live in Stamford		71

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

**B. A REGIONAL CENTER: TRANSPORTATION AND MOBILITY**

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

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

Policy	Implementation Groups	Page #
<b>Policy 4C: Improve Circulation and Mobility Within the City</b>	South Western Region MPO Department of Operations Engineering Department CT Transit Western Connecticut COG Metropool	<b>88</b>
<b>4C.1</b> 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
<b>4C.2</b> 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
<b>4C.3</b>	<b>Pedestrian and Bicycle Circulation Improvements</b>	<b>94</b>
	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
<b>4C.4</b>	<b>TDM Strategies</b>	<b>96</b>
	a. Promote TDM Strategies to Stamford Employers	96
<b>4C.5</b>	<b>Creation of a Transportation Department</b>	<b>96</b>

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

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

<b>Policy</b>	<b>Implementation Groups</b>	<b>Page #</b>
<b>Policy 5A: Support Downtown as a Regional Center</b>	Office of Economic Development (OED) Downtown Special Services District	<b>112</b>
<b>5A.1</b>	Concentrate regional office, retail and entertainment uses and high-density residential development in the Downtown	112
<b>5A.2</b>	Identify opportunities to relocate office uses that are currently situated in other neighborhoods to Downtown	112
<b>5A.3</b>	Encourage redevelopment of vacant Downtown office space for housing	112
<b>5A.4</b>	Explore the feasibility of the development of a convention center in Downtown Stamford near the Stamford Transportation Center	
<b>5A.5</b>	Promote a regional arts and entertainment district Downtown	112
	a. Encourage incentives for arts and entertainment Downtown	112
<b>5A.6</b>	Promote infill development on vacant sites within Downtown	113
<b>5A.7</b>	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 #
<b>Policy 5B: Make Downtown a More Pedestrian-Friendly Neighborhood</b>	Department of Operations Downtown Special Services District Stamford Partnership People Friendly Stamford	<b>113</b>
<b>5B.1</b> Improve pedestrian connectivity within Downtown and between Downtown and adjacent neighborhoods		113
<b>5B.2</b> Implement streetscape and traffic calming improvements Downtown		113
<b>5B.3</b> Encourage quality urban design that relates well to streets and people		113
<b>5B.4</b> Emphasize ground-floor retail and pedestrian activity		113
<b>5B.5</b> Promote contextual commercial and residential development along Summer and Bedford Streets		114

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

Policy	Implementation Groups	Page #
<b>Policy 5D: Improve Connections between Downtown, the South End and Adjacent Neighborhoods</b>	Department of Operations Proposed Transportation Department Private-Sector Partners	<b>115</b>
<b>5D.1 Roadways and Transit</b>		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
<b>5D.2 Pedestrian and Bicycle Connections</b>		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
<b>5D.3 Open Space Connections</b>		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 #
<b>Policy 5E: Balance New Development with Neighborhood Preservation in the South End</b>	Land Use Bureau Office of Economic Development (OED) Department of Operations South End NRZ	<b>117</b>
<b>5E.1</b> Promote neighborhood revitalization		117
<b>5E.2</b> Promote affordable homeowner housing		117
<b>5E.3</b> Encourage relocation of industrial uses from residential areas		117
<b>5E.4</b> Preserve neighborhood parking		117
<b>5E.5</b> Calm neighborhood traffic		117
<b>5E.6</b> Promote mixed-use development along the Urban Transitway		117
<b>5E.7</b> Analyze and assess the design, connectivity and build-out of current plans for the South End		117

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

**D. COMMUNITY CHARACTER**

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

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

Policy	Implementation Groups	Page #
<b>Policy 6C: Encourage Development of Mixed-Income Housing</b>	Land Use Bureau Department of Community Development Charter Oak Communities Housing Development Fund (HDF)	<b>135</b>

- |             |   |     |
|-------------|---|-----|
| <b>6C.1</b> | Continue to revitalize public housing sites with mixed-income development that is integrated into the community               | 135 |
| <b>6C.2</b> | Promote development of a variety of housing types   | 135 |
| <b>6C.3</b> | Encourage homeownership   | 135 |
| <b>6C.4</b> | Encourage conversion of vacant office buildings to residential use  | 135 |
| <b>6C.5</b> | Encourage increased density along transit corridors and within Downtown through land use regulations and developer incentives | 135 |
| <b>6C.6</b> | Remediate brownfields for new mixed-income housing  | 135 |

Policy	Implementation Groups	Page #
<b>Policy 6D: Preserve Historic Buildings and Districts</b>	Land Use Bureau Department of Community Development Historic Preservation Advisory Commission	<b>140</b>

- |             |  |            |
|-------------|--|------------|
| <b>6D.1</b> | Conduct a citywide historic preservation survey and prepare a historic preservation plan for Stamford.   | <b>140</b> |
| <b>6D.2</b> | Seek National Register of Historic Places listing for non-designated historically significant structures   | 140        |
| <b>6D.3</b> | Provide tax and zoning incentives for historic preservation and adaptive reuse <ul style="list-style-type: none"> <li>a. Promote zoning incentives for historic preservation and adaptive reuse</li> <li>b. Authorize local designation of historic districts and landmarks</li> </ul> | 140<br>140 |
| <b>6D.4</b> | Encourage the use of historic preservation tax credits   | 140        |

**E. NEIGHBORHOOD POLICIES**

**North Stamford (NS)**

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

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

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

**Belltown, Glenbrook and Springdale (BGS)**

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

**East Side (ES)**

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

**Cove (C)**

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

**Shippan (S)**

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

**West Side (WS)**

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

**Waterside (W)**

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

**F. A SUSTAINABLE FUTURE**

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

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

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

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

Policy	Implementation Groups	Page #
<b>Policy 7E: Support an Active and Diverse Waterfront</b>	Department of Operations Land Use Bureau State/Federal Agencies	<b>168</b>
<b>7E.1</b> Establish and maintain diversity of viable water-dependent uses		168
<b>7E.2</b> Encourage and support continued operation and, where feasible, enhancement of public and private recreational boating uses and facilities		168
<b>7E.3</b> 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 #
<b>Policy 7F: Maximize Public Access to the Waterfront</b>	Department of Operations Land Use Bureau State/Federal Agencies	<b>168</b>
<b>7F.1</b> In designated areas, promote continuous waterfront access through easements as well as public acquisition		169

Policy		Implementation Groups	Page #
<b>Policy 7G: Create Compact and Complete Communities</b>		Department of Operations Land Use Bureau State/Federal Agencies	<b>170</b>
<b>7G.1</b>	Encourage active ground floors for developments along pedestrian routes		170
<b>7G.2</b>	Encourage appropriate density standards		170
<b>7G.3</b>	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 #
<b>Policy 7H: Encourage Infill Development</b>		Department of Operations Land Use Bureau	<b>171</b>
<b>7H.1</b>	Develop an inventory of infill parcels		171

Policy		Implementation Groups	Page #
<b>Policy 7I: Provide Greater Transportation Choices</b>		Department of Operations Land Use Bureau Proposed Transportation Department State/Federal Agencies	<b>171</b>
<b>7I.1</b>	Create and implement a comprehensive Transportation Demand Management program		171
<b>7I.2</b>	Phase out free parking		171
<b>7I.3</b>	Shared parking		171
<b>7I.4</b>	Vehicle charging stations		171
<b>7I.5</b>	Car sharing		172

Policy		Implementation Groups	Page #
<b>Policy 7J: Improve Standards for New Private Construction and Renovations</b>		Department of Operations Land Use Bureau State/Federal Agencies	<b>173</b>
<b>7J.1</b>	Require benchmarking for significant privately owned structures		173
<b>7J.2</b>	Provide incentives to encourage buildings to meet measurable standards of sustainable design, including the Stamford sustainability scorecard		173
<b>7J.3</b>	Require sub-metering for all new and substantially renovated multi-unit buildings		174
<b>7J.4</b>	Upgrade mechanicals for energy efficiency in all major buildings		174
<b>7J.5</b>	Encourage adaptive reuse of existing structures		174
<b>7J.6</b>	Consider building code standards for increased thermal performance, water usage and energy efficiency		174
<b>7J.7</b>	Support sustainable design in the industrial sector		174

Policy		Implementation Groups	Page #
<b>Policy 7K: Sustainable Municipal Buildings</b>		Department of Operations Land Use Bureau State/Federal Agencies	<b>174</b>
<b>7K.1</b>	Enforce sustainable remodeling standards		175
<b>7K.2</b>	Select and implement energy efficiency projects with the goal of bringing all municipal facilities to Energy Star levels by 2018		175
<b>7K.3</b>	Encourage adaptive reuse of underutilized municipal buildings		175

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

<b>Policy</b>		<b>Implementation Groups</b>	<b>Page #</b>
<b>Policy 7L: Further Identify Critical Natural Areas</b>		Department of Operations Land Use Bureau State/Federal Agencies	<b>176</b>
<b>7L.1</b>	Prepare and maintain a prioritized list of lands that should be designated as open space or for conservation protection		176
<b>7L.2</b>	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

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

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

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

Policy	Implementation Groups	Page #
<b>Policy 7P: Prepare Flood Mitigation Strategy</b>	Department of Operations Land Use Bureau State/Federal Agencies	<b>180</b>
<b>7P.1</b> Identify vulnerabilities		180
<b>7P.2</b> Develop catalogue of strategies		180
<b>7P.3</b> Adapt building regulations to potential increases in flooding		180
<b>7P.4</b> Future planning		180
<b>7P.5</b> Preparedness and response		180
<b>7P.6</b> Natural protective features		180
<b>7P.7</b> Education		180
<b>7P.8</b> Continue the City’s maintenance of the Hurricane Barrier in cooperation with the Army Corps of Engineers		

Policy	Implementation Groups	Page #
<b>Policy 7Q: Mitigate Contributing Factors to Climate Change</b>	Department of Operations Land Use Bureau State/Federal Agencies	<b>181</b>
<b>7Q.1</b> Provide incentives for the use of green and cool roofs		181
<b>7Q.2</b> Encourage installation of a cool roof anytime a building is being constructed or re-roofed		181
<b>7Q.3</b> Inventory and map all Downtown buildings that have the potential for green and/or cool roofs		181
<b>7Q.4</b> Use materials that have low solar reflective value		181
<b>7Q.5</b> Expand the urban forest with street trees and green space		181

Policy	Implementation Groups	Page #
<b>Policy 7R: Implement, monitor and update Local Action Plan: Greenhouse Gas Emissions Reductions (2004)</b>	Department of Operations Land Use Bureau State/Federal Agencies	<b>181</b>

Policy	Implementation Groups	Page #
<b>Policy 7S: Create Resource Efficient Energy Infrastructure</b>	Department of Operations Land Use Bureau State/Federal Agencies	<b>182</b>
<b>7S.1</b> Encourage reduction of energy use		
<b>7S.2</b> Promote the City’s Energy Improvement District		182
<b>7S.3</b> Promote local renewable energy generation		182
<b>7S.4</b> Promote use of renewable energy provided by utilities		182
<b>7S.5</b> Encourage access to renewable energy for lower-income households		183

Policy	Implementation Groups	Page #
<b>Policy 7T: Create Sustainable Community Water Systems</b>	Department of Operations Land Use Bureau State/Federal Agencies	<b>183</b>
<b>7T.1</b> Implement strategies to create more water-efficient infrastructure		183

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

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

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

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