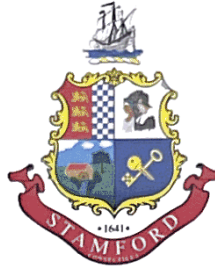


Mayor
CAROLINE SIMMONS



DIRECTOR OF OPERATIONS
MATTHEW QUIÑONES

Tel: (203) 977-4141
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CITY OF STAMFORD
OFFICE OF OPERATIONS
888 WASHINGTON BOULEVARD
P.O. BOX 10152
STAMFORD, CT 06904-2152

January 12, 2024

Dear Stamford Residents,

We are excited to share an executive summary of the Parks Strategic Plan which was designed as Stamford's framework to enhance and grow the City's Park network through capital investments and ongoing operations. The Strategic Plan goals to **Empower, Celebrate, Connect** and **Grow** were developed through various community engagement initiatives including a citywide survey, public meetings and targeted outreach to constituency groups including the Stamford ADA Advisory Council, youth organizations, etc.

The Office of Operations will be the steward of an action plan which will aim to identify and execute improvements to our Parks network aligned with the four goals and set of strategies comprising the Strategic Plan. Beginning this Spring, our office will publish the action plan as a living document with the potential for amendments as new ideas, initiatives and opportunities present themselves. We look forward to continued engagement with residents and stakeholders to achieve our vision of creating a vibrant, resilient, and equitable public open space network that can be enjoyed by all for generations to come.

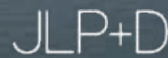
Sincerely,

A handwritten signature in blue ink, appearing to read "Matthew Quiñones", is written over a white background.

Matthew Quiñones,
Director of Operations

STAMFORD CITYWIDE PARKS STRATEGIC PLAN

Fall 2023



A Note From The Mayor

MAYOR CAROLINE SIMMONS
CITY OF STAMFORD, CONNECTICUT



TEL: 203-977-4150
EMAIL: MAYORSOFFICE@STAMFORDCT.GOV

November 8, 2023

Dear Stamford Residents,

One of my first priorities as Mayor was to embark on a city-wide Parks Strategic Plan, designed to create a roadmap for enhancing each of our over 50 public parks over the next decade. Stamford is fortunate to have beautiful parks, beaches, and trails that make our city such a wonderful place to live. A great city is defined by its culture and Stamford sets itself apart with its vibrant business and retail districts, diverse education system, and beautiful natural resources.

My vision is for all residents to have access to a quality park within a ten-minute walk that can be enjoyed for generations to come. This strategic plan is reflective of extensive community input from residents and will provide guidance for my administration and future mayors on how to invest public and private funding to make our park system a crown jewel of Connecticut.

I am committed to investing resources in our public parks and I am excited about the many opportunities ahead to enhance our beautiful parks throughout the City of Stamford.

Sincerely,

A handwritten signature in black ink, appearing to read "Caroline Simmons".

Caroline Simmons
Mayor of Stamford, Connecticut

Executive Summary

The Parks Strategic Plan will help achieve our department's bold vision as a world-class Parks and Recreation organization. The Plan guides our direction, decision-making, and growth for the next five years setting forth a course of action for both our internal improvements and our external work across the City.

The City of Stamford is a dynamic region that is undergoing rapid change and requires a corresponding adaptation in recreation, programming and services. Stamford's Total Gross Domestic Product has grown steadily since 2000 and is one of the largest financial hubs outside New York City. During this time, the population continued to diversify. Today, the white population makes up just under half of the population of the City, with Hispanics at 29% and blacks at 13%. In terms of access to park space, residents in lower-income neighborhoods have access to 39% less than those in higher-income neighborhoods (source: www.census.gov). To meet the shifts in economic and demographic changes, our department has developed a visionary Parks Strategic Plan that responds to and supports the City's most vulnerable populations through improved park access, recreational programming, and other services that adapt to the region's changing needs. We are equitably distributing our resources for programming, infrastructure, and services. Our team identifies new community needs by regularly collaborating on programming and planning with residents and numerous community-based organizations. We are addressing our changing climate by deploying nature-based climate mitigation solutions, increasing tree canopy, and creating supportive amenities like shade structures and splash pads to address the effects of extreme heat. By working hand-in-hand with communities and leading with equity, our Park Strategic Plan's outcomes will improve the lives of residents across Stamford to come. This plan lays out our department's action plan through goals, strategies, and actions. Together, these steps articulate the direction and priorities of our work for the next five years. They were developed through extensive engagement with staff at all levels, external stakeholder groups, and a robust community engagement process.

The Plan consists of four goals which encapsulate broad statements of what we want to accomplish as part of our vision. Each goal is followed by a set of strategies which describe how we plan to achieve our goals and impact the community. The proposed strategies put forth a list of actions that outline the specific activities we will undertake to achieve the strategies.

The Goals are:

1. **EMPOWER:** Empowering Community Voices
2. **CELEBRATE:** Caring for Stamford's Parks
3. **CONNECT:** Improving the Open Space Network
4. **GROW:** Supporting Organizational Growth

The Strategic Plan was developed over nine months. Local Office Landscape and Urban Design [Local] led the consultant team. The team also included James Lima Planning and Development (JLP+D) for economic development and analysis services. JLP+D researched unique funding strategies in cities with similar challenges as Stamford. This case study research was further developed into concrete strategies for increasing funding for capital, operations, and maintenance for Stamford's parks. The City of Stamford hired the Trust for Public Land (TPL) to assist Local in park analysis, specifically their methodology for developing park scores related to park accessibility. Nette Compton, Executive Director for Mill River Collaborative, served as an advisor to the team, providing local insight into strategies that work for parks in Stamford and beyond.

The team conducted a thorough environmental, social, and economic analysis of the City of Stamford. The team also mapped neighborhoods that are not within a 10-minute walk of a park. In parallel with the desktop environmental and social data analysis, the team worked closely with the City of Stamford to roll out an extensive community engagement process. The team developed presentations and virtual tools, including an on-line survey, to reach a broad and diverse audience. Over 500 survey responses were submitted, providing valuable information to the City and Consultant team. Stakeholder meetings and City conversations were also conducted to collect critical information about the existing park system, challenges, and future goals.

The site analysis and community engagement were synthesized into a series of initiatives to address existing park restoration, park gaps, park equity, and increased risk of climate change. The 5-year strategic plan is the result of this synthesis, including priorities identified by the City of Stamford and the corresponding funding recommendations.

Introduction to the Plan

The Stamford Park system is entering a new era. During COVID we saw the need for outdoor and nature spaces for healing and connection, as many people could not socialize or work indoors without risks. While the worst of the pandemic appears is behind us, the pull into the outdoors and natural areas continue to grow. Various studies and surveys show that people during and after the pandemic went outdoors more than before the pandemic - for emotional health, well-being, and human connection, with an emphasis on natural outdoor environments. These global trends encourage us to look inward and ask ourselves and our city whether our parks serve us how we want them to. Do our parks offer the types of programs we are looking for? And, do all our residents have access to quality open spaces that provide a range of experiences, from ballfields to community gardens to nature trails?

In the face of our Park's successes and popularity, the challenge now is not only to maintain what we have to offer but to continue to improve and expand opportunities to retreat from the stresses of urban life for our residents and visitors in our democratic assets. Considering our city's changing environmental, social, and cultural circumstances, the Parks Strategic Plan grapples with what it would take to sustain and repair what we have while adding more parks and open spaces in under-served communities. The Plan is based on the needs over the next five to ten years to promote an "action-based" strategy that ensures implementation and successful outcomes. The Plan tackles specific challenges:

- How do we identify new open space and park opportunities for communities and residents that do not have access to quality outdoor spaces, including nature spaces?
- How will we fund this work?
- What organizational capacity do we need to accomplish our ambitious goals?
- How do we maintain our Park system with rising labor and materials costs?

To tackle these questions, we assembled our staff from across various City departments and brought on an outside consultant, Local Office Landscape and Urban Design to develop a Parks strategic Plan that responded to the needs observed and experienced by City officials but also responds to the needs and wishes of our community - the residents of the City of Stamford. The answers resulted in a Plan built around four strategic focus goals and twelve specific objectives, which together set the parameters for our commitment to improvement:

Goal 1: Empowering Community Voices. We are committed to a Plan that responds to the voices of our City.

Goal 2: Caring for Stamford's Parks. The Plan identifies strategies to enhance existing parks while finding opportunities for new parks, especially for communities that are under-served by parks, recreation and natural areas.

Goal 3: Improving the Open Space Network. The Plan identifies ways to better connect parks and other community assets such as schools and libraries.

Goal 4: Supporting Organizational Growth. By understanding that sustainable parks begin with people, we re-imagine organizational structures creating more efficient systems to better support our parks' future.

We aspire to have a world-class park system with the capacity to fulfill our important mission. All of this work will be informed by our unique knowledge and understanding of the City of Stamford, through extensive GIS and other desktop analysis, extensive community engagement and ground trooping - visiting the parks, beaches, and other open spaces within Stamford.

The Vision

The Parks Strategic Plan [the Plan] is intended as a framework to guide the City on allocating resources to enhance and grow the City's park network. The strategies that follow in this document are intended to move towards actionable objectives that respond to the needs and wishes of the community, while meeting current and future challenges.

A broader lens to parks planning and design can help mitigate our City's ever-growing risks due to climate change. During Super-storm Sandy, 1,103 properties were impacted by flooding in the city of Stamford. As our climate changes, the City is at higher risk of not only flooding, but major heat and major wind. Our changing climate demands a broader lens for parks planning and design. On the one hand, our parks are at risk - too much heat will destroy plants and habitat, flooding will result in buckled asphalt paths and eroded slopes and lawns. On the other hand, our parks have the ability to mitigate the impacts of climate change - robust gardens and tree planting provide ecosystem services by cooling our cities and providing much needed habitat for pollinators. Enhanced porous paving systems - used in plazas, paths, playgrounds and green streets can mitigate stormwater run-off alleviating upland flooding. Beach dunes, waterfront parks and greenways can function as planted berms and levees mitigating coastal flooding. The vision for Stamford Parks needs to encapsulate all of these challenges and opportunities.

Stamford is an international and diverse city, and it is important that the future of the City's parks reflect this range to meet its changing demographics and social context. From 2010 to 2020, the overall population of the city grew 10% with a nearly doubling of Asian and other immigrant population and 3% rise in Latino population (source: www.census.gov).

A growing population requires an increase in housing, streets, and other infrastructure. Density is efficient and can promote sustainable and smart city initiatives, but it can also create congestion, fragmentation, and a lack of opportunities for respite, relaxation and recreation. It also requires the often overlooked increase in open spaces and opportunities for respite and air. A Vision for Stamford's parks addresses this growth and changing demographics in a way that supports equitable opportunities for all residents.

The Plan was composed and guided through numerous conversations with City agencies, community surveys and stakeholder meetings.

“Our vision is to create a vibrant, resilient, and equitable public open space network that can be enjoyed by all for generations to come.”

Our Strategic Plan

The Goals

The goals for the Strategic Plan grew out of the Vision Statement. The Vision Statement reads, "Our vision is to create a vibrant, resilient, and equitable public open space network that can be enjoyed by all for generations to come." A vibrant park system is one that is inviting, offers a range of programs, and filled with people. A resilient parks system is one that has varied funding streams, sustainable and flexible operations and maintenance protocols, and various organizational structures to address changing demographics and environmental conditions over time. An equitable park system is one where all people from all communities have access to quality open spaces, offering opportunities for active and passive recreation. The following goals go deeper into these drivers and offer a way forward to plan for the next generation of parks for the City of Stamford.

empower



empower community voices

Engage with community members and stakeholders to gain a better understanding of Stamford's park system while re-imagining a strategy for the future.

celebrate



care for Stamford's parks

Caring for our parks begins with understanding everyday needs while preparing for future challenges such as climate change and market demands.

connect



improve the open space network

An equitable distribution of public open space can be cultivated for under-served communities and areas in need.

grow



support organizational growth

By understanding that sustainable parks begin with people, we can re-imagine organizational structures from the ground up in creating more efficient systems to better support our parks' future.



Goal 1

EMPOWER

“Empower Community Voices”

Engage with community members and essential stakeholders to gain a better understanding of Stamford’s park system while re-imagining a strategy for the future.

Strategies

1. Create accessible platforms for feedback.

action items

1.1. Curate an outreach plan to identify key stakeholders including schools, churches, community-based organizations, and local businesses for each park. Prioritize parks in low-income neighborhoods; refer to page 108.

1.2. Develop and deploy an Annual Recreation Market Needs survey, with a special focus on diverse populations, to understand recreational program interests and preferences throughout Stamford.

1.3. Establish metrics and an evaluation process for core recreation program areas.

2. Conduct neighborhood community engagement.

action items

2.1. Develop an annual community outreach plan for each neighborhood and community park to solicit feedback for the year-round programming schedule and park planning projects, and identify neighborhood stressors that can be addressed in city parks, i.e. food deserts, risks to mental and physical health, with a focus on low-income communities.

2.2. Solidify Earth Day as an annual celebration of parks. Organize community events at city parks and promote volunteer group activities.

2.3. Partner with community-based organizations, such as youth organizations and volunteer groups, to promote local and community-based partnerships to build park stewardship.

3. Maintain a community engagement schedule.

action items

3.1. Develop outreach protocols to ensure community partners and staff are engaged at the earliest stage of new open space and park planning.

3.2. Conduct focus groups and workshops with key groups to develop initiatives and priorities to guide future programming and philanthropic efforts.

An aerial photograph of a park. On the left, there is a green baseball field with a brown infield. The rest of the park is filled with lush green trees. In the lower right, there is a paved basketball court with white and yellow markings. A blue car is parked on a paved area in the lower left. The overall scene is bright and sunny.

Goal 2

CELEBRATE

"Care for Stamford's Parks"

Caring for our parks begins by understanding everyday needs while preparing for future challenges such as climate change and market demands.

Strategies

1. Protect and enhance existing parks.

action items

1.1. Execute a Parks Facility Needs Assessment to study the usage of park fields (baseball/softball diamonds, soccer/football fields, basketball courts, tennis courts, playgrounds, etc.). The study should include demographics of current and future players, analysis of sport trends, and best practices in field allocation policy according to player ages, seasons, non-profit vs for-profit, and adult vs youth. The study should also identify whether park and school fields should be combined under one administrator for maintenance and allocation.

1.2. Develop comprehensive inventories of existing conditions and repairs for all parks to inform maintenance and operations. Conduct arborist reports for all existing trees to catalogue amount, species, and health.

1.3. Ensure all parks and their respective structures and facilities are accessible and ADA compliant by providing ramps, repairing pavement, ensuring structures and facilities are wheelchair accessible. Provide ADA compliant signage and way-finding.

1.4. Invest in measures to ensure park safety and enforcement, including increased lighting, installation of security cameras, increased security staff, etc. Prioritize parks with higher incidents of crime.

2. Adapt to our changing climate.

action items

2.1. Employ the Parks at Risk: Heat initiative. See page 91 for more detail on the initiative.

2.1.1. Provide shade

2.1.2. Use low albedo surface materials

2.1.3. Install water features

2.2. Employ the Parks at Risk: Flooding initiative. See page 95 for more detail on the initiative.

2.2.1. Use natural systems for coastal protection

2.2.2. Use hard structures for coastal protection

2.2.3. Use green infrastructures measures for upland areas

2.2.4. Use materials appropriate for upland floodplains

2.3. Develop a Resiliency Plan that incorporates Stamford Parks.

3. Share park resources.

action items

3.1. Create a centralized Park Fund to collect revenue from all park facilities and events, funding, fees, grants.

3.2. Allocate funds gathered in the Park Fund equitably to parks based on their respective needs.

3.3. Coordinate with other City agencies and departments to share resources such as staff, vehicles, and physical property.



Goal 3

CONNECT

“Improve the Open Space Network”

By identifying critical areas in need, we can cultivate new forms of public open space while creating opportunities for equity that support under-served communities.

Strategies

1. Expand Park Network.

action items

1.1. Employ the Fill in the Gaps initiative. See page 99 for more detail on the initiative.

- 1.1.1.** Identify underutilized public land
- 1.1.2.** Develop privately owned public spaces (POPS)
- 1.1.3.** Develop extensive greenway plan
- 1.1.4.** Utilize repetitive flooding sites

1.2. Explore partnerships to provide parkland in underutilized areas, like utility corridors, flood control channels, railroads, and publicly owned land.

1.3. Expand school joint-use opportunities to increase parkland in high park need areas as identified in the Park Access analysis.

1.4. Utilize the Severe Repetitive Loss Grant Program to target repetitive loss properties within floodplains for acquisition or relocation to expand and create new waterfront parks.

2. Enhance Park Connectivity.

action items

2.1. Work with local transit agencies to facilitate park accessibility in public transportation.

2.2. Develop a Greenway Plan to create pocket parks along streets, sidewalks, medians, etc. to bridge the park gap by adding spaces of respite in neighborhoods in need of public spaces.

2.3. Develop a safe streets, greenway program. See page 108 for more detail on Safe Streets in the Parks and Equity initiative.

3. Increase park equity.

action items

3.1. Incorporate new parks based on the Park Prioritization analysis to ensure that all Stamford residents live within a 10-minute walk and/or a ½-mile radius from a public park.

3.2. Identify stressors and provide park needs tailored to each neighborhood/community.

3.2.1. Food deserts: develop a community garden program.

3.2.2. Mental health: provide pocket parks close to residences for respite and calm.

3.2.3. Physical health risks: incorporate year-round active recreation programming.

3.3. Prioritize investments and park planning in underserved communities and help ensure that programs and services are minimizing racial and economic disparities. Refer to page 74 for the Top 10 Priority Areas in the Park Prioritization analysis.



Goal 4

GROW

“Support Organizational Structures”

By understanding that sustainable parks begin with people, we can re-imagine organizational structures from the ground up in creating more efficient systems to better support our parks’ future.

Strategies

1. Assure long-term financial sustainability.

action items

1.1. Implement fiscal policy measures to raise funds for parks and facilities.

1.1.1. Conduct a market and budgetary analysis and engage local and regional subject area experts to identify potential revenue sources for the special revenue fund.

1.1.2. Consult Land Use Bureau staff to identify potential solutions and limitations that work to redistribute funds from developers to the City for the operations and maintenance of parks, exploring the feasibility of an additional building permit fees.

1.2. Provide public guidance to enable and coordinate corporate sponsorship and advertising revenue strategy for facilities.

1.2.1. Work with stakeholders to identify on-site sponsorship recognition concerns and limitations (for example size, volume, content, sponsorship type) and outline eligibility criteria and limitations. Consider policy changes that limit on-site sponsorship.

1.2.2. Designate at least one staff member, or identify a governance structure, for the management and maintenance of the partnership/ sponsorship policy or plan.

1.2.3. Conduct preliminary market outreach of potential sponsors as a means to develop strategies for partnership management and outreach.

1.2.4. Limit on-site sponsorship recognition by providing platforms on the city or parks' official website for off-site sponsorship and donor recognition opportunities. Refer to the National Park Foundation website as a reference.

2. Build organizational excellence.

action items

2.1. Establish protocols for partnerships with mental health providers to respond to park crisis incidents and traumatic events.

2.2. Update policies and procedures that provide guidance for parks staff when responding to disruptive or violent incidents at park facilities.

2.3. Develop a staff recognition program that includes retirement scrolls, celebration of life events, and service awards.

2.4. Develop an internal working group to review registration and reservation data, recreation market survey data, and make recommendations for enhanced amenities and recreational offerings.

3. Encourage local participation.

action items

3.1. Create a third-party non-profit Parks Foundation to manage grass-root efforts and philanthropy.

3.1.1. Catalogue existing non-profit organizations, volunteer groups, and potential partners, creating a holistic understanding of capacity needs and organizational capabilities.

3.1.2. Conduct focus groups and workshops with key groups to develop initiatives and priorities which will guide future programming and philanthropic efforts.

3.1.3. Speak to representatives from New York City Parks Foundation and Greenwich Parks and Rec Foundation to better understand transferable lessons, best practices, and any practical constraints.

3.2. Develop opportunities for volunteers in parks.

3.3. Develop a Recreation Recruitment Plan to target BIPOC, foster-youth and community college students for recreation employment.

3.4. Partner with Aging & Disabilities Department as an employment partner.

Actions Items x Goals

	ACTION ITEMS																	
	Outreach Plan for Key Stakeholders	Annual Recreation Market Needs Survey	Evaluation Process for Recreation	Outreach Plan for Neighborhood Stressors	Earth Day	Community-Based Organizations	Outreach Protocols for Community Partners	Focus Groups and Workshops	Parks Facility Needs Assessment	Inventories and Arborist Reports	Accessible and ADA Compliant Parks	Park Safety and Enforcement	Parks at Risk: Heat Initiative	Parks at Risk: Flooding Initiative	Resiliency Plan	Park Fund	Disbursement of Funds	City Agency Coordination
	1.1	1.2	1.3	2.1	2.2	2.3	3.1	3.2	1.1	1.2	1.3	1.4	2.1	2.2	2.3	3.1	3.2	3.3
3. Maintain a community engagement schedule.	●	●		●	●		●	●										●
2. Conduct neighborhood community engagement.				●	●	●			●		●	●	●	●	●			
1. Create accessible platforms for feedback.	●	●	●	●			●		●	●	●		●	●	●		●	●
3. Share park resources.												●			●	●	●	●
2. Adapt to our changing climate.													●	●	●			
1. Protect and enhance existing parks.									●	●	●	●	●	●	●	●	●	●
3. Increase park equity.				●							●	●	●	●	●	●	●	●
2. Enhance Park Connectivity.										●	●				●			
1. Expand Park Network.													●	●	●	●	●	●
3. Encourage local participation.				●	●	●	●	●	●		●		●	●	●			●
2. Build organizational excellence.	●	●	●					●				●				●	●	●
1. Assure long-term financial sustainability.																●	●	●

Five Year Timeframe

A Qualitative Timeline

Throughout this process of developing the Parks Strategic Plan, the City identified certain aspects and actions to be prioritized in a projected 5-year timeframe.

Short Term: 1-3 years

Action items included for short term implementation include many of the community outreach initiatives and parks assessment tasks. These action items provide the neighborhood and park-scale information needed to roll out investments in renovating existing parks and addressing park equity concerns. Other short term initiatives include setting up mechanisms to increase funding, such as creating a third-party non-profit Parks Foundation, implementing fiscal policy measures to raise funds for parks and facilities, and establishing a Park Fund to direct revenue collectively raised by the park system.

Mid-Term: 3-4 years

Mid-term projects include rolling out a capital plan to begin renovating and restoring parks in low income or disadvantaged communities. These include census tracts: 201, 209, 214, 215, 218.02, 219, and 221. Existing parks within these areas to be considered for enhancements include Carwin Park, Columbus Park, Cove Island Park, Cummings Park, Czeszick Park, Drotar Park, Edward Hunt Complex, Friendship Basketball Court, Hatch Field (Jackie Robinson Park), Kiwanis Park, Latham Park, Lione Park, Main Street Park, McKeithen Park, and Sleepy Hollow Park. Mid-term projects could also include new parks on public property that are currently underutilized, such as the Levine Site. The Levine Site could be transformed into a new neighborhood park given its size, its location on a natural water body, and its inclusion in priority area #1.

Longer Term: 4-5 years

New parks and greenway networks are longer term initiatives. Regarding the planning of new parks, the City will follow the recommendations of the Park Prioritization analysis. The analysis identified 15 vacant or underutilized public sites within top 10 priority areas for consideration and further study.

The following graphic illustrates a qualitative timeline of actions to achieve the short, medium, and long term goals.

SHORT-TERM	
1	1.1 Outreach Plan for Key Stakeholders
1	1.2 Annual Recreation Market Needs Survey
1	2.2 Earth Day
1	2.3 Community-Based Organizations
1	3.1 Outreach Protocols for Community Partners
2	1.1 Parks Facility Needs Assessment
2	1.2 Inventories and Arborist Reports
2	2.3 Resiliency Plan
2	3.1 Park Fund
4	1.1 Fiscal Policy Measures
4	3.1 Non-Profit Parks Foundation
4	3.2 Volunteers Opportunities
MEDIUM-TERM	
1	1.3 Evaluation Process for Recreation
1	2.1 Outreach Plan for Neighborhood Stressors
2	1.4 Park Safety and Enforcement
2	2.1 Parks at Risk: Heat Initiative
2	3.2 Disbursement of Funds
3	1.2 Partnerships for New Parkland
3	1.3 School Joint-Use Opportunities
3	2.3 Safe Streets
3	3.2 Urban Stressors
4	1.2 Public Guidance for Corporate Sponsorships
4	2.1 Partnership with Mental Health Providers
4	2.2 Updated Policies for Violent Incidents in Parks
4	3.3 Recreation Recruitment Plan
4	3.4 Aging & Disabilities Department
LONG-TERM	
1	3.2 Focus Groups and Workshops
2	1.3 Accessible and ADA Compliant Parks
2	2.2 Parks at Risk: Flooding Initiative
2	3.3 City Agency Coordination
3	1.1 Fill in the Gaps Initiative
3	1.4 Severe Repetitive Loss Grant Program
3	2.1 Local Transit Agencies
3	2.2 Extensive Greenway Plan
3	3.1 Park Prioritization
3	3.3 Top 10 Priority Areas: New Parks
4	2.3 Staff Recognition Program
4	2.4 Internal Working Group